

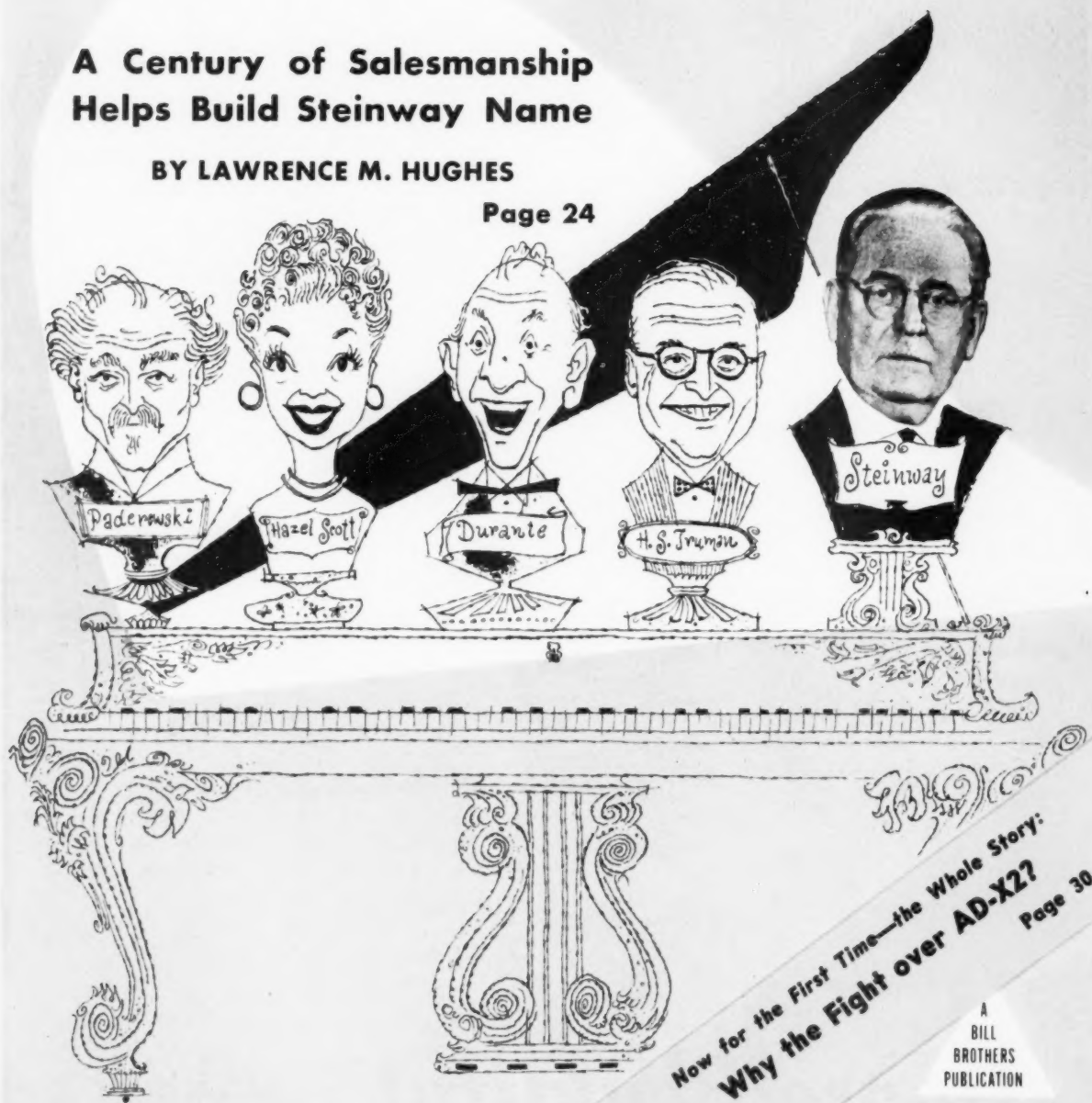
Sales Management

THE MAGAZINE OF MARKETING

A Century of Salesmanship Helps Build Steinway Name

BY LAWRENCE M. HUGHES

Page 24



Now for the First Time—the Whole Story:
Why the Fight over AD-X2?
Page 30

A
BILL
BROTHERS
PUBLICATION

FIFTY CENTS

MAY • 1 • 1953

"House Beautiful

produced inquiries at one-third
the cost of other leading
publications,"

says President David Bogen
of DAVID BOGEN CO., INC.



DAVID BOGEN CO., INC.

29 NINTH AVENUE, NEW YORK 14, N.Y. Telephone: ORegon 5-6565

Cable Address: "BOGENSYSO"

March 2, 1953

Mr. Richard A. Hoefler, Publisher
HOUSE BEAUTIFUL Magazine
572 Madison Ave.
New York 22, N.Y.

RESEARCH
DEVELOPMENT
PRODUCTION
•
ELECTRONICS
SOUND

Dear Mr. Hoefler:

We believed there was justification for advertising our Residential Communo-Phone in HOUSE BEAUTIFUL but we doubted the suitability of your publication for our high fidelity music reproduction equipment. We decided to include both products in the same advertisement featuring the former and giving less emphasis to hi-fi.

Well, sir, the results are more than satisfactory on the Communo-Phone, but -- here's the payoff: inquiries show HOUSE BEAUTIFUL reader response to be overwhelming on a product given only secondary emphasis in the ad. With less than half the space unit HOUSE BEAUTIFUL produced inquiries on hi-fi at one-third the cost of other leading publications. Our experience proves that people read HOUSE BEAUTIFUL with a keen eye and an interested mind and then they do something about it.

The results of our HOUSE BEAUTIFUL advertising have been not only immediate and dramatic, they are continuous. We are really sold on HOUSE BEAUTIFUL for advertising our hi-fi and this will be reflected in our future advertising.

Very truly yours,

DAVID BOGEN CO., INC.

David Bogen

David Bogen
President

• sells both sides of
the counter

Note that
House Beautiful
produced overwhelming reader
response even on a product
given secondary emphasis.

More evidence that it
pays to be a **REGULAR**
House Beautiful advertiser!

House Beautiful

572 Madison Avenue, New York 22, N. Y.

what this needs is **color!**



Color can make a food picture look good enough to eat...or make a piece of furniture seem just right for a room.

That's why McCall's prints more editorial pages in full color than any leading magazine. More last year...more for the last three years! Another measure of McCall's leadership.

This color advantage puts extra sell in McCall's ideas on food, fashion, beauty and home furnishings...creates greater reading throughout the magazine.

For advertisers, McCall's provides the perfect setting for the things they have to sell. It is an important reason why your product, too, belongs in McCall's. Preferably, in color.

EDITORIAL USE OF 4-COLOR BY THE TOP TEN MAGAZINES

	AVERAGE NUMBER OF FULL EDITORIAL PAGES WITH 4-COLOR PER ISSUE			CIRCULATION*
	1952	1951	1950	1952
McCall's	35.7	35.7	32.3	4,446,146
Better Homes & Gardens	25.1	23.4	18.2	3,625,353
Good Housekeeping	24.7	20.7	20.2	3,364,796
Woman's Day	24.5	17.6	17.0	3,811,320
Ladies' Home Journal	24.4	22.8	22.8	4,869,174
Woman's Home Companion	24.4	20.0	17.2	4,315,147
Family Circle	17.7	18.3	11.6	3,654,317
Saturday Evening Post	10.7	11.0	10.6	4,216,017
Life	9.0	9.5	9.0	5,311,747
Look	4.4	2.9	2.2	3,260,850

*Average ABC circulation for 2nd six months, 1952

McCall's



**sharp
shooting***



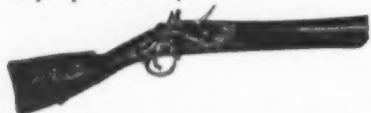
When you set your sights on more successful direct mail advertising, call on James Gray, Inc. for the weapons you'll need.



Thirty-four years of experience are in back of our expert, dependable mailing services, printing and lithographing facilities.



Every one of our competent sales representatives is a good soldier, well-trained in the minor as well as the major problems of direct mail.



Call Gray for counsel in your direct mail problems, without obligation. You'll find we make economy a target—with your own objectives at the bull's-eye.

***ask us how we help Service Laboratories draw a bead on bigger business**

James Gray Inc.

lithographers lettercraftsmen printers

**New York 17, N. Y.
216 East 45th St.
Murray Hill 2-9000**

Sales Management

CONTENTS, MAY 1, 1953

ADVERTISING

**They're Creating TV Copy
On Plant Assembly Lines**

There's a swing to nuts-and-bolts advertising on TV. Tests indicate that product quality gets across when you show how your product is developed and manufactured. 65

CENSUS

**Want New Business Census?
Here's Why It's Up to You**

Unless you tell your Congressmen—now—that you want and use the Census of Business covering wholesale and retail trades, Congress is not likely to give the Bureau of the Census the money to do the job scheduled for this year. 64

DEALER RELATIONS

**When the Dealer Declares:
"... But I Make More Money on a Private Brand!"**

To counter this common objection effectively, salesmen need facts and fact-analysis. Here's a case history of the way Cluett, Peabody developed and presented a profit story that altered many a dealer's attitude toward Arrow.

By Jerome Entis, Senior Associate, Russell W. Allen Co. Inc. 56

GOVERNMENT

Why the Fight over AD-X2?

Will the powder really restore storage batteries? Has the National Bureau of Standards been unfair? Why have business men defended the bureau director? What caused the Secretary of Commerce to change his mind on Dr. Astin?

By Jerome Shoenfeld & John H. Caldwell 30

HEALTH PROBLEMS

Wanted: Healthier Salesmen

How much illness results in hidden absenteeism, lower sales production, and suppressed concern by your men over their health problems? Now many companies provide free medical examinations. Here is how their plan works. 50

SALES MANAGEMENT

INSTITUTIONAL MARKETS

Everybody Said, "Hospitals Are A Tough Market to Sell!"

... but in a period of five months, more than 80 hospitals had furnished a minimum of 10 rooms with Royal. It happened because the company researched the needs of its prospects, designed to meet them, and followed through with sound selling.

By Alfred E. Siegel, General Merchandising Manager, Royal Metal Mfg. Co.

34

LEADERSHIP

A Century of Salesmanship Helps Build Steinway Name

Art, science, invention and long, careful craftsmanship all combined to create "The Instrument of the Immortals." But 99 years of advertising have strengthened The Name. And new sales approaches are building tomorrow's buyers.

By Lawrence M. Hughes, Special Feature Editor

24

MANPOWER PROBLEMS

Higher Morale, Bigger Volume, When Pacific Mutual Woos Salesmen's Wives

What started as a contest has mushroomed into a continuous family relations program. Wives have proved to be apt pupils in learning how to help to fatten the figures on husbands' pay-checks. Management is cheering results.

68

Tire Mart's Offer "Call us Collect"

... and prospects did. Now four years after starting with a single mailer, Tire Mart books \$5 million annually from 6,000 accounts. Orders are closed by 18 salesmen who make all calls by telephone.

By Roy Benjamin, Jr., Vice-President and Sales Director, Tire Mart National Fleet Service

42

SALES TRAINING

How Sun Oil Grooms Salesmen For Tomorrow's Management

Get-your-hands-dirty-in-the-field training is liberally mixed with formal executive development ideas. Result: salesmen are better equipped to manage their territories, and they form a pool of highly promotable talent.

By Frank R. Markley, Vice-President in Charge of Marketing, Sun Oil Co.

78

DEPARTMENTS AND SERVICES

Advertisers' Index	103	Sales Trends (Retail)	94
Comment	15	Scratch Pad	104
High Spot Cities	94	Significant Trends	21
The Human Side	8	They're in the News	28
People and their Ideas	48	Tools for Selling	74
Worth Writing For	102		

MAY 1, 1953

20

YEARS OF SERVICE
TO AMERICAN
INDUSTRY

MAY - 1933 - PIONEER



INDUSTRIAL EQUIPMENT NEWS started as the first business paper to be devoted entirely to PRODUCT news and information.

16 PAGES
159 New Product Descriptions
30,000 distribution

MAY - 1953 - LEADER



IEEN gratefully acknowledges selection for advertising by more manufacturers than any other business magazine.

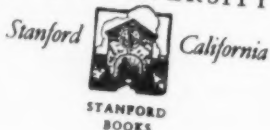
120 PAGES
275 New Product Descriptions
88 Product Literature Descriptions
75 Product News and Information
810 Advertisements
62,000 distribution



Good for SELLING —
because — used for BUYING

"Pulled
terrifically,"
says...

STANFORD UNIVERSITY PRESS



Wall Street Journal
44 Broad Street
New York 4, New York

February 10, 1953

Gentlemen:

On January fifteenth we ran a full page ad in The Wall Street Journal about our book YOUR RUGGED CONSTITUTION in employee-employer relations programs. A small coupon was included.

The ad has pulled terrifically. Within a few days coupons were received from several hundred American corporations, many of the first rank in size. Even now, three weeks after the ad appeared, we are still receiving coupons and dollar bills.* Throughout this period, our New York representative has been swamped with telephone calls.

The response has been so exceptional that we are now sure the ad's cost will be paid many times over as these leading American businessmen discover the unique effectiveness of YOUR RUGGED CONSTITUTION in their communications programs.

Sincerely yours,

Donald P. Bean
Donald P. Bean
Director

DPB:dp

456 firms have now written and the number will undoubtedly exceed the 500 mark soon.

The "life" and impact of an advertisement are both extended when it appears in a lively, dynamic and useful publication.

When selling to businessmen, use The Wall Street Journal for results you can count—and can count on.

Circulation—250,208 (6 months average)

THE WALL STREET JOURNAL

Published at

NEW YORK
44 Broad St.

CHICAGO
12 E. Grand Ave.

DALLAS
911 Young St.

SAN FRANCISCO
415 Bush St.



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
ASSOCIATE EDITORS.....Harry Woodward,
Philip Patterson, Lester B. Colby
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROYING EDITOR.....A. G. Mesarik
CONSULTING ECONOMIST.....Peter B. B. Andrews
PRODUCTION MANAGER.....Mary Camp
ASS'T. PRODUCTION MANAGERS
Aileen Weisburgh, Florence Baldassarre
EDIT. ASSISTANTS.....Judith Recht, Gladys Mandell
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING SALES

SALES MANAGER.....John W. Hartman
SALES PROM. MGR.Christopher Anderson
ASS'T. PROM. MGR.Madeleine Roark
PRODUCTION MANAGER.....Nancy Buckley
ASS'T. PROD. MGR.Ellen Knauff
FIELD MANAGERS

NEW YORK 16, N.Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McGlenaghan.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
93102): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE-PRESIDENTS.....C. E. Lovejoy, Jr.,
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright May 1, 1953 by Sales Management, Inc.

Member



May 1, 1953

Volume 70

No. 9

BBDO Newsletter

- ① TV Review
- ② Master Marxman
- ③ 250,000 Answers
- ④ Five-cent Wonder



① **Motorists** who see the B. F. Goodrich LIFE-SAVER Tubeless Tire in action on the Burns & Allen Show get a morning-after follow-up while still in buying mood. This BBDO Cleveland campaign, adapting TV techniques to newspapers, is under test in Florida. It will be available to dealers in a co-op program. Say Burns & Allen: "You saw it on TV." Von Zell: "Here's where you can buy it today."



② **Rapid-fire** gags, questions and ad libs make "The Groucho Marx Show—You Bet Your Life" (Wednesdays, NBC Radio; Thursdays, NBC-TV) the nation's most highly rated quiz program. On radio for five years, on TV for four, it has consistently ranked in the "top ten." De Soto-Plymouth Dealers get a chuckle out of the number of enthusiastic motorists who now greet them with, "Groucho sent me!"



③ **Last year** the National Panel of Consumer Opinion supplied BBDO clients with about a quarter million helpful answers to questions on their products, packaging, services and advertising. Supervised by our Consumer Research Department, the Panel has members in all 48 states, is a cross section of the American market. BBDO prepares questions, translates answers into sales-building data.



④ **"What this country needs is a good cake of toilet soap ... for five cents!"** That's the headline in this new campaign for Swan Toilet Soap. Lever Brothers Company makes news (via newspapers, radio and TV) by offering a completely new floating toilet soap with a new fragrance. Even greater news is the new low price: "It's only five cents — couldn't be better soap if it cost five dollars!"

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT

What's Bringing in the Cash

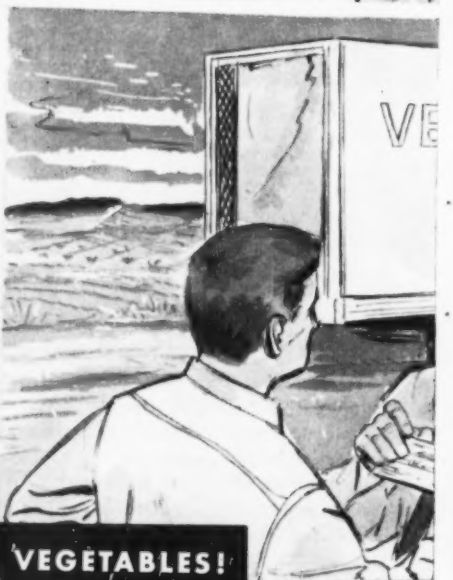
BEANS!



FRUIT!



HONEY!



VEGETABLES!



for Michigan Farmers?

EVERYTHING!



One crop after another . . . every month during the year . . . keeps money coming in continuously for Michigan farmers.

It's unusually broad *diversification* of agricultural products in this prosperous peninsula state that holds farm income high and *steady* all year long. From fruit to grain, beans to sugar beets, dairy products to beef, pork and wool.

There's where a *versatile* farm paper—MICHIGAN FARMER—comes in. Farmers find that following practices featured by MICHIGAN FARMER pays big dividends. No wonder MICHIGAN FARMER is preferred by 4 out of 5 rural Michigan families! So, take advantage of the *selling* power in the *one* publication that reaches *more* buyers—with cash—in this big, choice market!

Two other states like Michigan, also among the top third in national farm income, are Ohio and Pennsylvania, served by THE OHIO FARMER and PENNSYLVANIA FARMER. For full facts on all three write to T1013 Rockwell Avenue, Cleveland 14, Ohio.

GETABLES

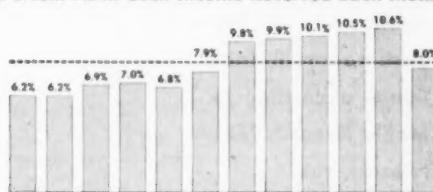


Advertise in MICHIGAN

where it's **PAYDAY!**

all year 'round!

(Percent Farm Cash Income Received Each Month)



Based on eight-year study of Michigan Farm Income—1940 through 1947
(Government payments not included)



Michigan Farmer



East Lansing, Michigan
THE OHIO FARMER, Cleveland, Ohio
PENNSYLVANIA FARMER, Harrisburg, Pa.

NEW JERSEY SUPERS AGAIN TOPS IN U.S.A.

★ \$1,027,600 per store . . .

that's America's highest average . . . as reported in Super Market Merchandising's latest survey!

★ This top food market is HOME BASE for New Jersey's great home newspaper, which again leads ALL New York papers in food lineage according to Media Records '52 reports, the

NEWARK NEWS

always BETTER
getting BIGGER

Newark 1, New Jersey
or
O'Mara and Ormsbee, Inc.

The Human Side

Crazy Like a Fox

Dave Jablow is back in the U.S. Surely you remember Dave . . . the guy who parlayed an idea into an around-the-country-tour . . . the guy who, a few years ago, asked 1,000 people to send him a dollar bill so that he could cover the U.S. A total of 815 people who admired his brass sent him the buck—and, since travel was cheaper in those days, Dave saw everything the country had to offer. In return, he sent a map of his trip to all his angels and, inasmuch as business was good, added a check for \$1.03 after he got home. Well, this time Dave has made another trip—the around-the-world one—and he did it the same way. His "friends" anted up for him.

On his cross-country trip Dave bragged that he would start with only a raincoat, shirt, pair of socks and a shaving outfit. For a man in the clothing business this was the equivalent of a sheik who leaves the little women at home. At any rate his trip was a success. And so many people liked the map he afterwards sent that Dave was able to hand the Red Cross a check for \$400 because many customers refused to cash the check he sent them. This time he won't put his friends in such a position.

Instead of a map with a small check attached to it, Dave this time is sending all those who kicked through a copy of the book which he wrote about his trip. It's called "Once Over Lightly."

Dave, in case you had different ideas, is crazy like a fox. He sees the world but he does himself plenty of good at the same time. For

FROM BRITAIN'S PUBS . . . Dave Jablow took his customers on an around-the-world tour. He literally "took" them . . .



SALES MANAGEMENT



© King Features Syndicate

Who is America's most famous race horse ?

This month, there was a Derby winner whose name you may never forget.

But there's one old racer America has never forgotten—even though he's never walked 'round the paddock, or graced the winner's circle.

He's a lovable horse who won the hearts of America—through the colorful pages of **PUCK**, The Comic Weekly.

He's Barney Google's immortal Spark Plug—the most famous race horse of them all.

Are you amazed that Spark Plug holds this high position in the hearts of America's millions? You won't be when you read these facts about **PUCK**:

For years, comics have been America's favorite reading. Today, 4 out of 5

adults of all income and educational levels—as well as 95% of American youth—read the comics.

Today, 20 million Americans regularly read the comics in **PUCK**, the only national comic weekly.

It's the power of comics that has entrenched Spark Plug—as well as Blondie, Popeye and other famous **PUCK** characters—in the minds of America's millions. And it's the power of advertising in **PUCK** that has entrenched many best-selling products in the homes of America's millions.

Year after year, men who weigh the value of their advertising dollars have seen ads in **PUCK** get 3½ to 5 times more thorough readership—and substan-

tially more readers per dollar—than matching ads in top national weeklies.

Many of America's leading advertisers know the power of **PUCK** to command the reader's attention. That's why they use **PUCK** year after year on a regular schedule. Perhaps you should use **PUCK** regularly, too.



THE COMIC WEEKLY

The Only NATIONAL Comic Weekly—A Hearst Publication
63 Vesey St., N. Y., Hearst Bldg., Chicago
1207 Hearst Bldg., San Francisco

"Our outlets report a complete sellout"

Viyella is an English-made cloth, a combination of wool and cotton. And Viyella-made shirts, socks and robes are hard to get.

Why? Because Viyella advertising in The New York Times Magazine has produced "a complete sellout" wherever Viyella is sold.

"From Maine to the Carolinas, our outlets report a complete sellout," says Norman C. Vivian, head of Viyella operations in the U.S. "They urgently require more Viyella."

And although Viyella's advertising was aimed at increasing sales along the Eastern Seaboard, "the response was equally good in every state in the Union. Thousands of consumer inquiries request names of 'the nearest store.'"

"Visiting buyers from the Pacific Coast and elsewhere west of the Mississippi report an immediate response to each Viyella advertisement in The New York Times Magazine.

"We are delighted with this response to our advertising in The New York Times Magazine. We know that it is largely due to the respect and interest with which your Magazine is read by quality consumers—and by quality retailers—all over the U.S."

If you're looking for an advertising medium that "sells out," look to The New York Times. In The Times, you make sales time with consumers and the trade, from Maine to California, and particularly in New York, biggest, most profitable market of them all. Find out for yourself why The Times has been first in advertising in the world's first market for 34 years.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO

Dave Jablow is in the juvenile shirt business—I. Jablow & Co. And believe us—or Dave if you'd prefer—he's sold a lot of shirts because his angels decided they had a stake in what Dave was doing with his life.

Before he set out this time the artful Mr. J. sent, to a selected list of customers, a colorful brochure. "Come with me around the world for \$1.00," it said. Inside (and you'd have to be almost totally lacking in imagination not to move inside) it continued: "Yes, I am going to the four corners of the earth via Pan American and I'm taking thousands of friends with me . . . via postcards. Send me \$1 and you will receive postcards from London, Paris, Rome, Istanbul, Beirut, Calcutta, Hong Kong, Manila, Honolulu, San Francisco and New York, sweet home." And the back cover promised the gift of Dave's book on his travels. Boy, did the dollars roll in!

Of course, Dave needed those dollars for a trip around the world like you need one of his kid's shirts. He could finance his own way. But Dave would be a mighty sick boy if he didn't think of mixing his business with pleasure. He makes friends of customers with his postcards, and he's assured a nice sale for his book, as well.

For years Dave's offices have been a rough cross between Walpurgis Night and Fourth of July at Coney Island. He supplies candy, ice cream, and comic books for the kids, a camera ready to snap the customer's picture. And if times are tough or it is Monday there are bottles of aspirin at convenient stations and display signs urging anyone in need to partake. In rainy weather Dave has been known to send a raincoat to a customer's hotel room so he can get to Jablow's.

But Dave hasn't built his business on showmanship alone. He believes in giving his customers service, a dollar's-worth for a dollar, as well as a little fun. Dave's father and brother-in-law started the shirt business in Philadelphia, sold their goods to neighborhood stores. From those days—in the 30's—to the present, Jablow's has been known as a friendly concern. The offices today are sleek and beautiful. But the friendly touch is still there. And Dave, a born promoter, has gone on making money and friends.

Although he calls himself "Fitzpatrick," after the inveterate movie traveler, Dave has almost covered the earth. And he's waiting for interplanetary transportation to come into its own. There must be a few people with whom he hasn't made friends.



... TO INDIA'S RICE PADDIES. Dave gave his "angels" a vicarious trip and a book about his real one. And all it cost was one dollar. Now why didn't you think of that before Dave? Answer: He's smarter.



THE FOUNDER



Capital was the first Scheduled Airline to offer AIRCOACH service in the United States . . . the speed and luxury of air travel at practically rail coach fare.

fly Capital Aircoach

. . . fast, dependable 4-engine service, backed by Capital's 26 years' experience as one of the nation's leading Scheduled Airlines.

SAVE TIME . . . SAVE MONEY!

TYPICAL CAPITAL AIRCOACH FARES

Chicago—Washington	\$26.50
Minneapolis/St. Paul—New York	\$44.10
New York—Milwaukee	\$32.20
New Orleans—New York	\$50.90
Washington—Detroit	\$17.70
Cleveland—New York	\$18.80

(All fares plus tax and subject to tariff changes)

Capital Aircoaches also serve Pittsburgh, Norfolk, Chattanooga, Knoxville, Birmingham and Mobile

Capital

AIRLINES

GENERAL OFFICES:
Washington 1, D. C.

Capital Airlines also offers de luxe service with more than 400 flights daily between 75 major cities



—Mr. G. J. Werner, Traffic Manager, Motorola, Inc., on screen of new Model 21T4.

"Our program never goes off the air!"

"Tens of thousands of component parts . . . thousands of suppliers all over the country . . . a daily 'hot sheet' of critical items needed within 24 hours or less . . . that's just a glimpse of our traffic picture at Motorola!

"Yet our production lines never stop for lack of available parts — because our production program never goes 'off the air.' We use Air Express! With our tremendous, and steadily growing overall shipping volume, there is daily need for this top-speed, *reliable* service.

"Many times a day, we specify Air

Express — and exacting production schedules are met. Show models, advertising matter, itinerant displays and penalty contract shipments are always subject to deadlines—and Air Express gets them there on time.

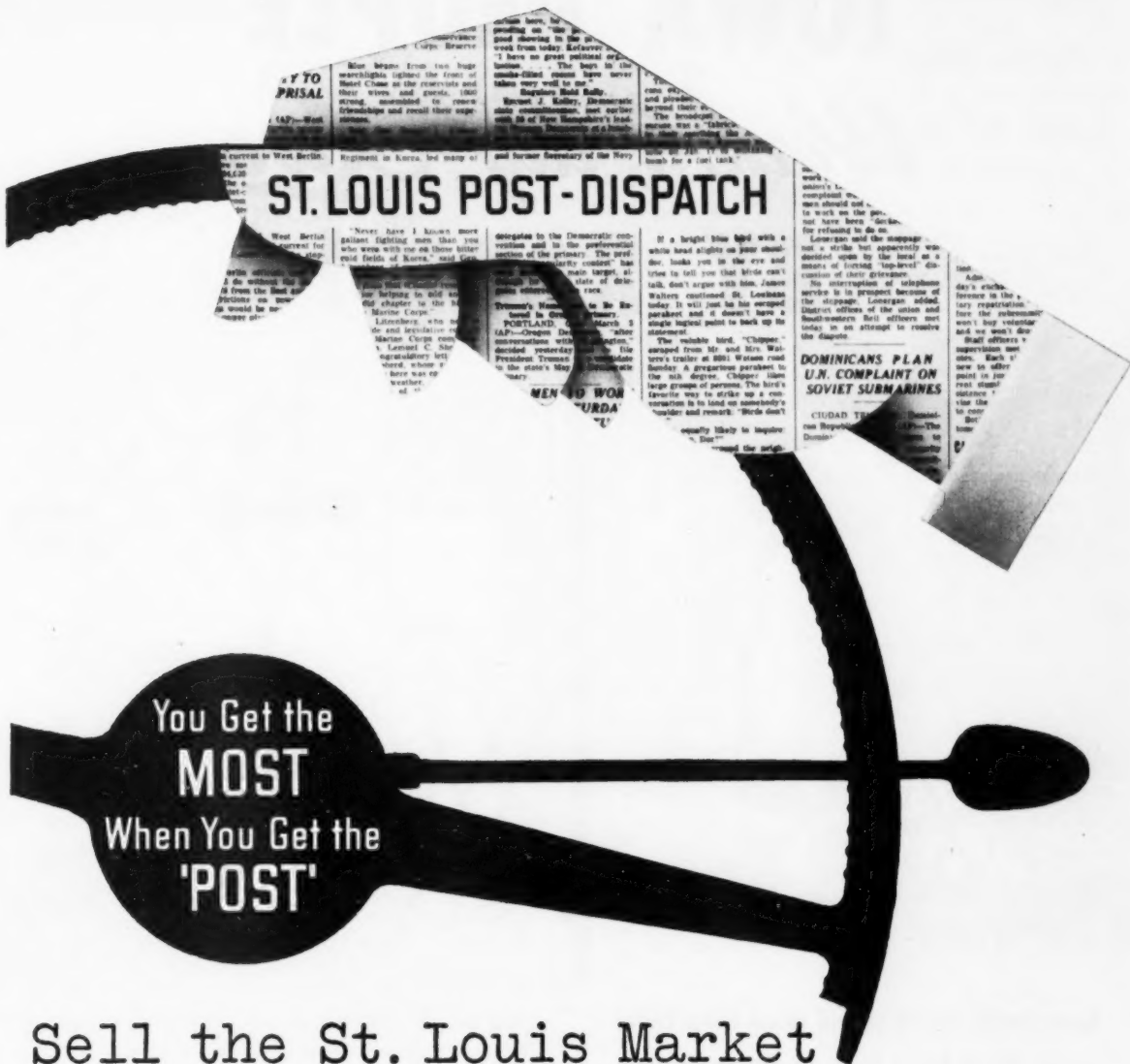
"Shipping costs are secondary on such shipments. Yet we find that Air Express costs compare favorably with other air services. In many weights and distances, its rates are lowest of all!

"Day in, day out, Air Express is an integral and important cog in Motorola's overall operation."

Whenever you ship by air, it pays to say—Air Express! Division of Railway Express Agency.


AIR EXPRESS
GETS THERE FIRST
 via U. S. Scheduled Airlines

SALES MANAGEMENT



You Get the
MOST
When You Get the
'POST'

Sell the St. Louis Market the Way the Automotive Trade Does

Leading St. Louis new and used car dealers,
trucks, parts and accessories, gas and oil,
garage and service dealers sold their
\$400,000,000 automotive market in 1952 by using
1,200,093 lines of display advertising in the

ST. LOUIS POST-DISPATCH

the medium which gives you the most
thorough and economical coverage
of the St. Louis market

Circulation: Nearly 400,000 Daily, Over 450,000 Sunday

NATIONAL ADVERTISING OFFICES

New York
521 Fifth Avenue, 17
J. V. AMBROSE, Manager

Chicago
Tribune Tower
E. M. ROSCHER, Manager

Florida
311 Lincoln Road, Miami Beach, Fla.
THE LEONARD CO.

PACIFIC COAST WEST-HOLLIDAY CO., INC.

San Francisco
625 Market St., 5

Los Angeles
520 W. Seventh St., 14

Seattle
603 Stewart St., 1

Portland
520 S. W. 6th Ave., 4

IOWA PEOPLE

Work-Play-Live

BY RADIO!



Iowa Radio Users Spend More Than Twice As Much Time With Radio As With All Other Media Combined!

After all is said and done, you can't watch television, read newspapers, thumb through magazines, or pass billboards — while you push an iron. But you *can* listen to radio while doing the ironing — and that's exactly what most Iowa women do.

The 1952 Iowa Radio and Television Audience Survey proves that Iowa radio users spend more than twice as much time with radio as with all other media *combined*. Iowa women reported themselves as using the radio 44.6% of all the weekday time they are at home and awake. (45.9% of the women using radio-equipped automobiles listen while they drive, too.)

And oh yes — 68.5% of all Iowa families hear WHO *regularly*, daytime — as compared with 31.9% for Station B!

Write for your copy of the Survey, *today*. It's authentic, reliable, valuable and amazing. . .

W H I

◎

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives

COMMENT

After Dr. Astin—What?

A six-volt storage battery, ordinarily, will give you only a mild tickle, but Secretary of Commerce Sinclair Weeks, an old hand at politics and business, has just discovered there is a mighty jolt in AD-X2, the battery powder rejuvenator whose merits have been hotly contested for more than four years. (Turn to page 30 for "Why the Fight over AD-X2?")

While the clash, "Weeks vs. Astin," otherwise known as "Politics vs. Science," has obscured the issues, there is no doubt that a new Federal policy toward regulation of product claims is in the works—and that is immensely important to all marketing men.

In politics it is an old custom to charge a heinous crime to the opposition, when you wish to make your point and curry favor with the public. So Secretary Weeks, who has every intention of giving the voters what they seemed to ask for—a change in policy-makers in the Government—undoubtedly was taken by surprise at the uproar at his charge that Dr. Astin and the National Bureau of Standards were not "sufficiently objective" about the AD-X2 tests. Most of the uproar, too, came not from the Democrats, but from scientists and highly conservative businessmen who have dealt with and respected the Bureau for a half century.

If Secretary Weeks had simply announced that he desired a policy-maker of his own choice as Director of the Bureau, hardly anyone would have lifted an eyebrow, despite the fact that in the past, the Bureau Director has not been changed with the administration.

Normally, Secretary Weeks might have expected applause for his defense of small business, and his implication that entrenched business was ganging up on a struggling manufacturer. It could have turned out that way, if the Bureau had been identified with the political wrangles of the past 20 years.

But the Bureau's history is filled with notable scientific discoveries, and basic services to business. The reputation of the Bureau for non-political science is too valuable to sacrifice on an unsupported political charge. Neither businessmen nor politicians have any desire to see the Lysenko theory of science, according to the party line, imported from Russia.

Just as the bar associations recommend lists of qualified attorneys for appointment to the bench so does a committee of scientists recommend qualified men for appointment as Director of the National Bureau of Standards. In both cases, the political authorities who actually make the designations have ample freedom of choice. The public benefits.

The furor over Dr. Astin serves to focus the spotlight on the new administration's obvious intention of introducing a new philosophy of Federal watchfulness over the general public's interests.

Have the Federal Trade Commission, which polices deceptive sales practices, and the Post Office, which eyes intent to defraud, been too zealous?

★ ONE ADVERTISEMENT
in these
3 SERVICE PAPERS
reaches U.S. Armed Forces
ALL OVER THE WORLD
buy the package!

★
Let us show you how to
sell this rich market. Send
for **New Market Book** —
it's yours for the asking!

ARMY TIMES
AIR FORCE TIMES
(Members: Audit Bureau of Circulations)

NAVY TIMES

Advertising Offices:

WASHINGTON: 3132 M St., N.W.
NEW YORK: 41 East 42nd St.
CHICAGO: 203 N. Wabash Ave.
DETROIT: Guardian Building
LOS ANGELES: 6399 Wilshire Blvd.
SAN FRANCISCO: Monadnock Bldg.
In Philadelphia, represented by R. W.
McCarney, 1015 Chestnut St.

Also: LONDON-FRANKFURT-TOKYO

in Akron

CARSTAIRS
WHITE SEAL'S

consistent
ads in The
Beacon
Journal are
reaching...

99.5%
OF THE HOMES

There's no other
medium or com-
bination of media
that offers so
much for
so little.

AKRON
BEACON JOURNAL



NEW YORK



CHICAGO



LOS ANGELES



PHILADELPHIA



MINNEAPOLIS

Now only 4

cities in the United States have Sunday
newspapers with larger circulations than the
Minneapolis Sunday Tribune



...more than **620,000**
in Minnesota
North and South Dakota
western Wisconsin



Minneapolis Star and Tribune

EVENING

MORNING AND SUNDAY

MORE THAN 620,000 SUNDAY · 490,000 DAILY

John Cowles, President

SALES MANAGEMENT

Department of Commerce officials, who have jurisdiction over the National Bureau of Standards, raise pertinent questions about whether the public is protected too much for its own benefit. We know from our history that accepted practice and established theory must not be considered final. Scientists have to be both inquisitive and skeptical.

AD-X2 is only a "for instance" of a product which has had rough sledding at the hands of the Federal Government. But it also must be borne in mind that in the AD-X2 case, the National Better Business Bureau filed a complaint with the Federal Trade Commission. Nevertheless, Secretary Weeks in his Senate testimony said: "I know that this business [AD-X2] has suffered severely at the hands of certain bureaucrats. In fact, it is a wonder that they are in existence at all after five years of struggle."

Whatever the outcome of the AD-X2 case, it is important that businessmen make their views known on Federal regulation of product claims. Big businessmen, especially, should not feed the ever present suspicion that they are trying to smother the newcomer—unfairly. That is one of the favorite rumors—and excuses for failure—of would-be inventors. Neither should business let the public think that marketing people are not concerned with the sale of fraudulent merchandise.

If Secretary Weeks acted hastily in firing Dr. Astin, he has been wise to continue him in office while the National Bureau of Standards Visiting Committee makes its regular inspection of the Bureau's work. And he has improved his public position by withdrawing his implied charges against Dr. Astin's personal integrity.

Salesmen Bad Drivers?

Have your salesmen had fewer automobile accidents since 1949? If they have not, your men are contributing to a sorry driving safety record.

Traveling salesmen ranked 62nd in a study made in 1949 by the State Farm Mutual Automobile Insurance Co., Bloomington, Ill., of accidents by occupations. Only amusement and recreation workers, and the unemployed, had worse records as accident-free drivers.

Liquor and beer salesmen, taken as a group, ranked 55th, automobile and implement salesmen 39th, salespeople in stores 33rd, insurance and real estate agents 25th. No. 1 in safety: county agents, farm demonstrators, and extension workers.

The survey covers more than 1½ million private passenger cars in 40 states.

"I don't think the figures will give you any comfort," says Thomas C. Morrill, vice-president, State Farm Mutual. Morrill is right.

In addition to all the other reasons for attempting to reduce the number of automobile accidents, marketing people should be concerned with the effect of accidents on sales costs. Whether you buy transportation from your salesmen, provide it yourself, or hire it from leasing firms, accidents run up insurance premiums. Soon an unnecessary charge shows up in your cost-per-mile figure.

You can contribute to national highway safety by helping your salesmen become safer drivers. Many insurance companies will furnish you with pointers on accident-free driving.

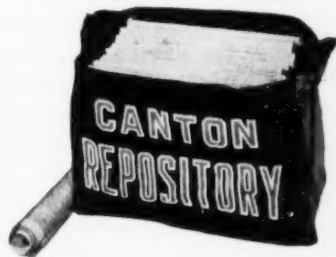
Isn't it equally important, too, for the public to know that your company is as accident-free on the road as it is in the plant?

it costs
38% less
to advertise
and sell **SOAPS**
and **CLEANSERS**



in the
Canton, Ohio
REPOSITORY

In Canton, Ohio, where water hardness measures 29 grains, families spend 38% more than the national average per year on soaps and cleansers. Consequently, the soap or detergent advertising dollar invested in The Canton Repository reaches a market 38% richer than the average. On a cost-per-sale basis, then, it costs 38% less to secure soap and cleanser sales through Canton's only daily newspaper—The Canton Repository. Get 38% more for your advertising dollar—be sure your schedule for soaps and cleansers includes The Canton Repository: 100% city zone coverage; 98.8% home delivered.



A Brush-Moore newspaper represented nationally by Story, Brooks & Finley

She meets so



On a routine day she may meet a Swami, bronc rider from Brooklyn, inventor of ink for invisible pens, a wife looking for an intentionally absent spouse, Arctic explorer who has never been North of Bear Mountain Bridge, child soprano (in costume), or a talking dog...

Seventh floor receptionist at The News, Mrs. Kitty Gibson helps people from the outside reach the right people inside. She averages 150 visitors a day... has talked to more than a million people since she came with The News as a wisp of a girl back in 1925.

More than 95% of Mrs. Gibson's clientele have reasons, or reasonable excuses, for their visits. The other 5% comprise the interesting people.

ADVERTISING gets relatively few callers, usually strictly business. Editorial has the big draw.

There are people with tips for the City Desk. Box fighters and tennis promoters drop in to see the Sports Ed. Press agents bring cheesecake pix to the Drama Dept. Camera bugs come in with snaps. Out-of-town reporters ask for the lowdown, use of the morgue, a job, a loan. Fond parents and

friends deposit pictures and pearls for the Society Ed., Brooklyn Section.

Authors and artists suggest columns on curling, ballet, Finnish baths, or African violet culture.

Hardest to take are the parents of missing kids; average, two dozen a week, with peaks in January and June, report card months. These callers are always seen by somebody in the newsroom, and most of the truants are restored to their families.

THE extra interesting 5% are roughly classified by Mrs. Gibson as follows:

Family Affairs—The night watchman whose wife ran away with an acrobat, parents of problem children who stay out all night, women who want a well-heeled husband, etc.

Opinion Airers—They favor laws to protect people from lawyers, birth certificates for dogs, federal funds for comfort stations, Staten Island seceding from New York, or Love conquering all. Occasionally somebody reports that Adolf Hitler is running a delicatessen in the Bronx.

Pictures in the Paper—Aspiring TV and tattoo artists, the author of a ditty titled "Eisenhower Every Hour," the incipient world's weight-lifting

many interesting people!

champion, parents of beautiful babies, the gardener who grew a two-headed tulip, promoters, dog and cat fanciers, neighborhood association officials, hunters, fishermen and politicians.

Inventors & Explorers—Gent with a buttonless vest (patent applied for), or antidote for A-bombs; Jersey City resident exploring Africa, or African exploring Jersey City.

Child Prodigies—Sometimes they come with a claue, and clippings from scrapbooks.

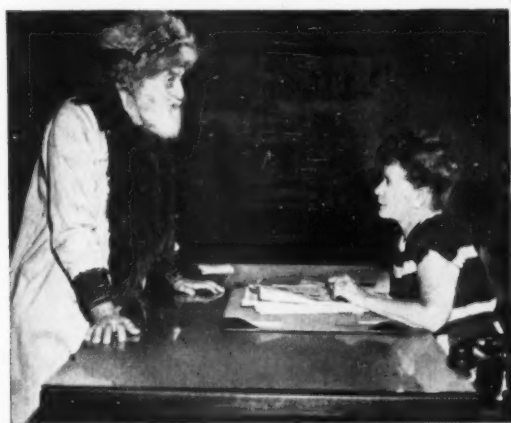
Animal Acts—The squirrel that wears a veil, dancing canaries, gifted monkeys or marmosets, talking dogs. One Oriental snake charmer was hurt when Mrs. Gibson didn't coo over his cobras.

Drunks—Strays with gripes, good wishes, large ideas, big ambitions; or nobody loves them.

Cuckoos—People who are just a little stranger than other people, such as John the Baptist, the Last of the Mohicans, tree sitters, assorted prophets; a woman who said Jesus was starting a chain of stores and The News should publicize the event.

Some of these five-percenters are satisfied if Mrs. Gibson will listen sympathetically. Most can be talked out of wanting to see an editor. A News Building guard is always nearby.

WORKING with Mrs. Gibson are two or three messengers who take in visitors' names, and guide the callers. Many of her messengers have moved



up to careers on The News—such as Bud Hughes, travel editor; Jack Smith, promotion; Doug Watts, music editor; Gene Ward, sports; Ed Giorandino, cameraman; and Joe Meyers, reporter.

After 27 years, Kitty Gibson still likes people—and never forgets that this newspaper's interest in people makes people interested in The News!

EVERY screwball with something to sell or to promote makes The News his first target.

Every publicity man, press agent, and promoter, knows that a few lines or a picture in The News, will find missing persons; fill theaters, restaurants and churches; make reputations, draw mobs, cinch Hollywood contracts, bring in contributions.

But experienced advertisers, with experienced agencies, research departments, marketing experts and copies of Standard Rate & Data available—in some cases still don't get hep to The News!

How any advertiser can overlook or ignore a medium that is bought by more than 2,000,000 people at the newsstand every day in the week... that reaches two of three families in New York City, and more than a third in the suburbs... that produces year in and year out for the big volume retailers in New York City... sometimes makes us wonder if the successful American businessman is as smart—or successful—as he is cracked up to be!

Any News office will be glad to tell you more!

THE NEWS, New York's Picture Newspaper...
with twice the circulation of any other newspaper in America
220 East Forty-second St., New York City • Tribune Tower, Chicago
155 Montgomery St., San Francisco • 1127 Wilshire Blvd., Los Angeles



In Philadelphia nearly everybody reads The Bulletin

Evening and Sunday

ADVERTISING OFFICES: Philadelphia, Filbert and Juniper Streets • New York, 285 Madison Avenue
National Advertising Representatives: Sawyer Ferguson Walker Company • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending May 1, 1953

MORE CHIPS IN THE POT

There seems to be well nigh general agreement among prognosticators that business is at a peak and will taper off—but don't forget the title of the famous song from Porgy and Bess—"It Ain't Necessarily So."

Ever since Malenkov ascended the top seat in Moscow every soft word he has uttered has produced jitters in the financial community. There has existed the fear that possible peace would mean a recession, possibly a slow-burning depression. Certainly the boom would be off.

Until President Eisenhower outlined his plan for a peaceful world in that magnificent speech before the American Society of Newspaper Editors, we and our allies were seemingly on the defensive in the psychological warfare. Until then there was little evidence that we had any well-formulated plan to take advantage of the opportunity to outmaneuver Russia in the game of power politics.

Viscount Montgomery put it well in a March 30 speech before the National Press Club in Washington: "The trouble with the world today is that Western aims are negative and defensive, while the aims of the East are positive and aggressive."

This is being dictated only a few days after Eisenhower's speech, but we predict that it will be interpreted and accepted as a positive and aggressive plan.

To us, he seemed to be saying, "We are strong and we are becoming even stronger. We can be tough, and we will be tough if that's the way you want it. But we think the nations of the world can exist in peace and friendship and we offer this five-point plan for relieving military tension."

Let's suppose that we now have succeeded in assuming the offensive in world planning. When will the relief come from high spendings for defense and possible war? Certainly not today, or this month, and probably not this year. It's going to take a long time to work out the plan outlined by the President—and in the meantime are we going to let our guard down?

We think that Humphrey B. Neill may be making a far sounder prediction than those who have the peace "jitters" when he says:

"In the final analysis, while everybody is guessing, it is my guess that you cannot safely write off the boom just yet because our strategy lies in forcing the hand of the Reds, not in withdrawing from the game. In consequence I foresee no possibility of pulling out our chips, but rather of piling them higher in front of us. While everyone talks of a letdown, strategy calls for a buildup."

I'm sure that the poker players among our readers will see—and agree with—his analogy.

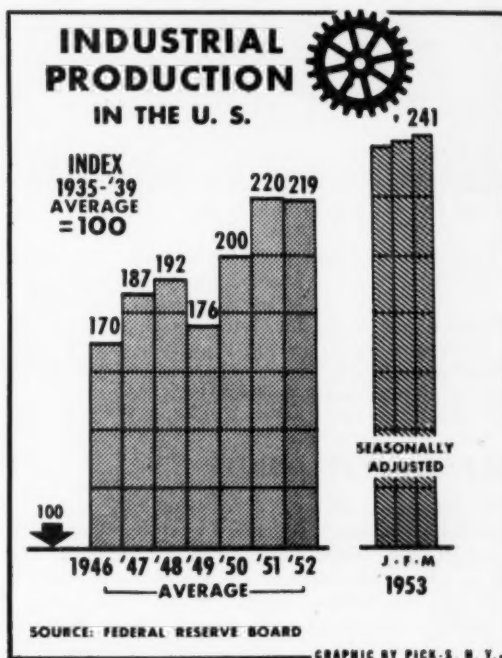
Incidentally, we'd like to recommend a book which will not only help to give a better understanding of the international poker game, but will also give you a few good ideas you may be able to apply in your marketing work. The author is John McDonald, and the book is "Strategy in Poker, Business and War." It is published by W. W. Norton, at \$3.00, and is a layman's interpretation of the rather complex "Theory of Games and Economic Behavior," by John von Neumann and Oskar Morgenstern.

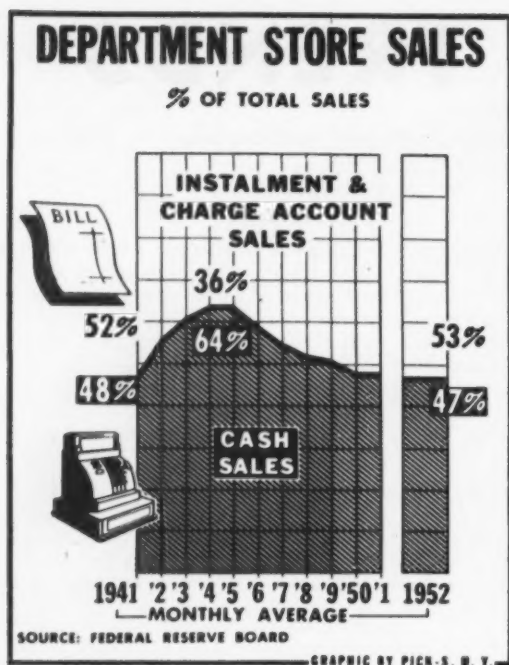
WHEN DEFENSE SPENDING IS CUT

The time is coming eventually, we fervently hope and believe, when defense spending is going to be cut. When that time comes it is obvious that the gap must be filled with more consumer spending.

If and when government defense spending is cut by \$20 billion, more consumer purchases will be needed to hold our production lines. Luckily the climate is right to prepare for that now—by increased spendings for research and promotion.

All the money poured into the system is deductible—even while it is building strength in business, and for our country. Such expenditures help to make sure that an ever-increasing flow of products is moved to the consumer, and all recent administrations in Washington have agreed that such expenditures are firm bases for more taxes. They stimulate sales and production and job-giving pay—the lifeblood of our economy.





J. K. Lasser, in a talk before members of The Associated Business Publications, said recently:

"We badly need more advertising.

"Without it we'll move at a much slower pace. Sales will drop off. Fewer people will be needed for jobs. Then we really could begin to get into a lot of trouble in this economy.

"Between 1940 and the end of 1951, our investment in production facilities rose 1,000%; the number of manufacturing plants increased 45%; the gross national product more than trebled. Yet, in the same period, our expenditures for advertising dropped from 3% of the national income to something around 2.4%. This can only lead us to distress. It is due to:

"Failure of manufacturers to maintain their research, product development—so as to furnish what the consumer will buy and at the price he will pay.

"Failure of business to spend enough in its advertising and selling.

"Needed now is the shot-in-the-arm that forces American business to accept its full responsibility. It has got to move more rapidly into more research, more planning to sell its product more effectively."

THE RETAIL EXPLOSION

Just about the time when I was ready to graduate from high school in a small Wisconsin town, one of my classmates became the envy of the rest of us because he secured a job as a traveling salesman for the Steele-Weddes Co., a Chicago wholesale grocery. As we interpreted the job it meant meeting new and interesting people in scores of towns larger than our little village, operating a flashy

automobile at company expense (actually it was a broken-down Maxwell), eating at the best hotels—and, above all, being paid to do something which could only be fun.

This early and cockeyed concept of the life of a salesman was driven home to me the other day when I read that the Steele-Weddes Co., for ninety years a major factor in Midwest food distribution, was going out of business this May. The reason will come as no surprise to those who are close to the problems of food distribution: Super markets have cut deeply into the volume of the small independent stores which have been the company's main customers.

In some respects we seem to be going back to the general store type of operation, so familiar to those of us with farm, rural, or small-town backgrounds. Not only does this change the distribution patterns for manufacturers and wholesalers, but it plays hob with statistics.

A few weeks ago I went through the fabulous Webb City operation in St. Petersburg, Fla. Starting as a drug store about a quarter of a century back, it now has 51 departments spread out among several business buildings in a two-block radius. Until the Business Census of 1948 it was classified in Census records as a drugstore. When the enumerators looked over the operation that year they decided—quite properly—that it was a general merchandise store and the entire sales volume was thrown into that category and this resulted in a seeming marked decline in the drugstore sales of St. Petersburg. In reality it is a great market for drugstore products—with a large and rapidly growing permanent population supplemented by tens of thousands of winter visitors—but official Census figures, and projections made from them, must necessarily indicate below-normal sales of drug products.

In view of the fact that 10 days from now we will be bringing out our best and biggest *Survey of Buying Power*, the paragraph above must sound like plain heresy. We aren't actually setting out to slash our own throats, but we have never tried to sell our market estimates as a substitute for personal knowledge of local conditions, local idiosyncrasies.

As the pattern of retail distribution changes, and daily becomes more complex, sound marketing calls for ever-increasing *on-the-spot* study in local areas so that proper interpretation can be made of facts and figures compiled by the Government and by private sources, such as ours.

A CLUB FOR MEN—15,000 FEET UP

We think United Air Lines is smart in starting last week a new flight, tailored for businessmen traveling between New York and Chicago. Planes leave each city at 5:00 p.m. daily called "The Executive" and offer the first "men-only" service in the history of commercial transportation.

If you like cigars or pipes you aren't going to be annoyed by "cigarettes only" signs. Closing market quotations are available, along with a wide assortment of business periodicals and a special message service for last-minute "communiques." Two stewardesses—the only women aboard—will provide slippers, evening papers and other comforts of home—at least so says United's release. We'll have to check up on that last statement—"the other comforts of home!"

PHILIP SALISBURY
Editor

SALES MANAGEMENT



93,000 Calls for Help!

... 93,000 sales leads . . . 93,000 opportunities to land a contract!

Here is an aviation design engineer with a problem. Like his fellow engineers and scientists in every phase of aviation, progress to him means thousands of problems . . . questions both large and small which he must answer.

In the past 12 months, men like him have used the Reader Service facilities of AVIATION AGE to send 93,000 calls for help to aviation manufacturers and suppliers . . . 93,000 invitations to sales.

If your product fills a need in the aviation market, you should be getting your share of these sales-producing inquiries.

If your advertising is now reaching AVIATION AGE's 30,000 "technical-management" readers, check your sales department's record of inquiries from these potential buyers. And if you're *not* reaching these important people, ask your local AVIATION AGE representative to show you the number of inquiries your competitors are getting.

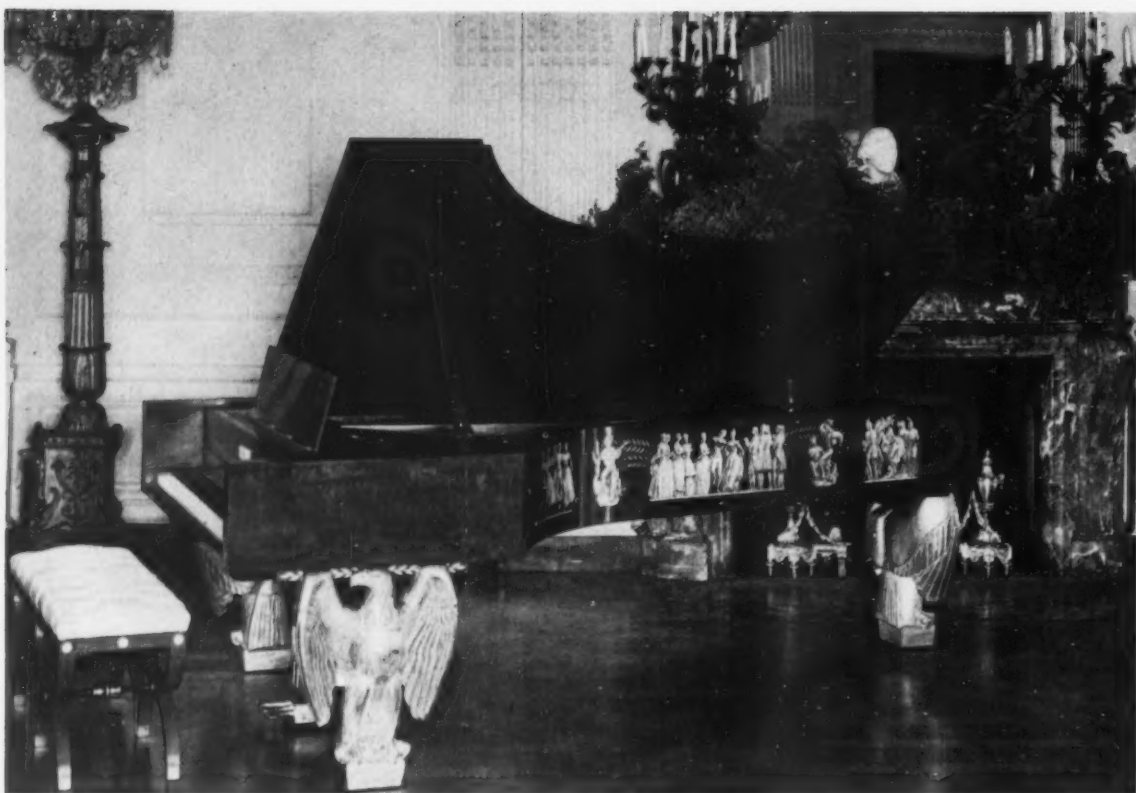
AVIATION'S TECHNICAL MAGAZINE

A CONOVER-MAST PUBLICATION
205 EAST 42ND STREET
NEW YORK 17, N. Y.

NBP

CCA





STEINWAY'S GIFT TO AMERICA: Weight of this \$40,000 piano caused Truman to make the White House safe for Eisenhower.

A Century of Salesmanship Helps Build Steinway Name

Art, science, invention and long, careful craftsmanship all combined to create "The Instrument of the Immortals." But 99 years of advertising have strengthened The Name: And new sales approaches are building tomorrow's buyers.

BY LAWRENCE M. HUGHES

The centennial of The Name, next October, will mean many things to many people.

To Theodore Edwin Steinway, president, and others named Steinway of Steinway Hall in Manhattan and in two Steinway factories over in Long Island City, the date may bring more reflection than celebration: How do we measure against the ex-

acting standards of Founder Henry Engelhard Steinway?

Factory employes may compare their craftsmanship on "The Instrument of the Immortals" with that of their fathers and grandfathers.

Across the country, 156 music merchants, to a lot of whose establishments Steinway has meant prestige and sales for six or eight decades, will

intensify efforts in a centennial program.

To dealers in 56 other lands, from Nicaragua to New Zealand . . . to the people in a Steinway branch in London and a Steinway branch factory in Hamburg . . . to virtuosi and back-room piano teachers . . . and to 225 stockholders of Steinway & Sons, the date may provide new evidence that the long-beleaguered piano business is some centuries from its demise.

If the U.S. still had a piano-playing President, it might stir some special rendering on a \$40,000 Steinway in the East Room at 1600 Pennsylvania Ave. This instrument was accepted by Roosevelt II in 1938 to replace an \$18,000 Steinway presented in 1903 by Roosevelt I. The weight of the current job in steel, mahogany and gold almost assassinated Harry Truman, and caused us

taxpayers to pay \$5 million in renovation costs to make the White House safe for Eisenhower.

Thus for a half-century Steinway has been our "state" piano... just as Steinway & Sons long have served as piano-makers to such imperial and royal courts as those of Austria, Germany, Great Britain, Italy, Norway, Persia, Spain, Sweden and Turkey.

From meticulously-kept records of 337,000 Steinways produced in 99 years, one finds that No. 50,000 went, in 1883, to Baron Nathaniel von Rothschild of Vienna. A decade later No. 75,000 found its way to a Winter Palace in St. Petersburg, by order of Russia's last Czarina.

When tycoons still had too much money, too large houses and too little taste, their drawing-room centerpiece usually was a Steinway grand. Edward L. Doheny, oil magnate, had his done in gold Louis Seize, his children's portraits sculptured on the arms.

But Steinway is prouder to have produced a special piano to fit the small hands of Josef Hofmann. For the family always have sought to please the performers. And although most of the 337,000 owners have been somewhat less than immortal, Steinway will strengthen its identity with those who may be.

Any professional musician can buy a Steinway at a professional discount. And virtuosi and near-virtuosi borrow from a worldwide pool of 600 pianos which the company's Concert & Artist Department, under veteran Alexander Greiner, makes available.

For providing pianos for some 20,000 concerts in the U.S. annually the company is compensated in part by a line in programs and newspaper advertisements saying "Steinway Piano Used." Thus today Steinway is linked with such names as Brailowsky, Casadesu, Horowitz, Landowska, Schnabel, Myra Hess and Hazel Scott. Other noted instrumentalists and singers are "accompanied on the Steinway." And as the "basic instrument" the piano—specifically the Steinway—enters the orchestras and lives of Stokowski, Toscanini and many other conductors.

Each spring the homing concert pianos, back in New York for reconditioning, bear within them strange mementoes of genius: lost money or music, decayed food, scented handkerchiefs. Gene Krupa left 14 drumsticks, and Rudolph Serkin a still-alive rabbit.

Steinways can take it. Jimmy Durante may develop crescendos with his elbows. But when a California dealer asked Steinway Hall whether he should let Jimmy tap the pool,



FOR MANY AN IMMORTAL the Steinway has become the glory road. But . . .



. . . THE MAJOR MARKET for pianos is youngsters, newly weaned from TV.

Theodore Steinway wired back: "If a little fellow like Durante can hurt one of our pianos, I'll quit the business and make creampuffs." This piano returned scratched, but still in tune.

When 'Baritone Nelson Eddy rolled into Khartoum in Africa on a USO tour in World War II, his piano fell from a speeding truck, scattering most of its 10,000 parts through a bazaar. Inquiry produced an Air Force lieutenant there named Steinway. He proved to be John H., now advertising manager. Like all

Steinways, John served his apprenticeship in the factories. By concert time that evening he had Eddy's piano in working order.

Several years ago Artur Rubinstein arrived in Buenos Aires for a concert and found his Steinway tied up by a shipping strike. A telephone call to Concert & Artist Department, New York, brought another the next day by air. Cost to Rubinstein: \$900. Steinway & Sons does *not* pay cartage charges.

Back in 1891 William Steinway, then head of the House, underwrote

the first American tour of a slender, golden-haired Pole named Ignaz Paderewski. William guaranteed \$30,000. The concerts made \$45,000. But William would not let Paderewski return the profits, saying: "To have discovered you is pay enough."

The care and feeding of immortals can become irksome. Once Greiner got a wire from Paderewski from Florida:

"I have left in Hotel Buckingham the pants to my Tuxedo. My daughter has left behind the aquarium containing the 12 turtles, and the valet forgot to order a thousand of my favorite cigarettes." Greiner found and sent them—probably postpaid.

But demands of genius can be more rewarding. In that worst-of-all year 1932 Josef Hofmann asked Steinway to make the piano "still more sensitive, still more responsive." A grandson of Founder Henry, Frederick A. Viotor, went to work on it . . . just as 60 years before his Uncle Theodore Steinway had met a similar request from Franz Liszt. Until then the keys had sat flat. Viotor balanced them on small curved fulcrums. The result, embraced in U.S. Patent No. 1,825,848, is "accelerated action."

Although the guarantee is only for five years, each Steinway piano, under adequate care and service, can become moderately immortal.

Mink Coat Competitor?

Yet without the stimulus or the too-often phony "improvements" of yearly models, each generation has contributed to the Steinway's betterment. Between 1857 and 1948 the Steinways were granted 97 piano-making patents, not counting reissues.

The wares of Steinway & Sons today range through five groups of verticals and seven of grands, from a 40-inch-high vertical Regency at \$1,475 to a 9-foot-long concert grand at \$6,900. These prices are at factory. Freight charges to such points as Japan or Ceylon may double them. Generally, Steinway prices today are twice those of 1929. You may buy other new U.S. pianos for \$500 and up. But Steinway says that "the only competition to a new Steinway is a used Steinway . . . or a Cadillac or a mink coat."

Of a 99-year total of 337,000, more than half were produced in four decades since 1913. But from a record 60,000 in the 10 years ended 1923, volume dropped to 56,000 by 1933, to 40,000 by 1943, and to 23,000 in the last nine years. In some ways Henry Steinway's legacy may seem steadily to get leaner.

A Century of Salesmanship Helps Build Steinway Name

BY LAWRENCE M. HUGHES

Page 24



COVER: Theodore E. Steinway (right) and some of his more-or-less immortals: Ignaz Paderewski, Hazel Scott, Jimmie Durante and Harry Truman.

For about 80 of the 99 years the company—a partnership until 1876—has operated in the black. But in the last quarter-century, 12 years were red and only 13 black. From a record net profit of \$1,090,000 in 1926, when sales reached a peak of 6,300 units, Steinway & Sons fell to a record net loss of \$1,475,000 six years later. Since World War II annual sales have averaged 3,000 units, or just about the annual average for the century.

After wartime deficits, the company has made a profit for the last six years—ranging between \$529,000 in 1947 and \$435,000 in both 1948 and 1951 down to \$55,000 in 1952. Meanwhile, dollar volume, which reached a postwar peak of \$5.6 million in 1948, fell off to \$4.5 million last year.

The physical assets of \$9.5 million, owned by 225 stockholders, are less than the \$12.7 million listed for 1926, and less even than the \$10.7 million of 1932. But on the constructive side are such factors as a \$1.2 million earned surplus, and a six-to-one current ratio of assets to liabilities.

No figures are given for the value of The Name.

For its first half century Steinway & Sons was entirely a family affair. Then a few veteran employees were permitted to buy stock. The first "outside-owner" was N. Stetson, Philadelphia music dealer, whose company now sells Steinways in 17 eastern cities. Of the 55,000 shares

outstanding today, 62% are owned by 40 Steinways and relatives, 8% by employees, and 30% by others.

Of seven directors, three are named Steinway — 70-year-old President Theodore, his brother William R., 72, vice-president and secretary, and Theodore's second son Henry Z., 38, v-p and factory manager. A fourth director is Frederick J. Ziegler, a relative. Others are Roman de Majewski, for 32 years wholesale sales manager, and Edwin B. Orcutt, veteran comptroller of the company, and Jerome F. Murphy of M. Steinert & Sons, Boston, a Steinway dealer for 40 years.

The Steinways have produced plenty of Steinways. In 99½ years five of them have held the helm.

Founder Henry Steinway had five sons: C. F. Theodore, Charles G., Henry, William and Albert. After the Founder's death in 1871, William—salesman and extrovert—was president from incorporation in 1876 until 1896. Then two sons of Charles G.—Charles Herman and Frederick Theodore—were presidents, respectively, from 1896 to 1919 and from 1919 to 1927. Since then William's son Theodore Edwin has kept Steinway going through 26 perilous years.

Although a son and grandson of Charles Herman—both named Charles—are active in the business, the line of succession seems to have moved over to the side of Theodore Edwin, who has four sons in it. Theirs will be the task of projecting

Why the Happy Tune?

In the days when there was only radio, kids had to be driven to practice on the piano. Now children watch piano players on television—and hound their parents to buy a piano! Current surveys show that 85% of pianos now being bought are for children.

But back in the '20's when the industry set its best sales records, most people wanted a player piano. "Pianos were bought," says J. F. Feddersen, president, National Association of Piano Manufacturers Association of America, "for purposes of entertainment, and also as a prestige item, to impress one's friends and neighbors . . . the demand was for big, fancy pianos."

In 1952 there were 27.6 million children between the ages of five and 14—the piano study age. Couple a market which will grow to 36.3 million by 1960 with music study programs in thousands of schools and piano makers see a happy, tuneful future.

"When TV becomes universal," says Feddersen, "I think our rate of growth will take a sharp turn . . . people will see and hear pianos played—what better sampling could we ask?"

The Name into the new century.

The Steinways are so proud of The Name that during the depression, when two-thirds of all piano-makers were merging or dying, they kept fighting alone. Except during the war, when they made glider parts for the Armed Services, they have always made only pianos and only of Steinway standard. Twice in the depression they turned down \$1-million offers to lend their name to radios and electric refrigerators.

Yet they realize that their own dollar potential will probably never be large. Down through the years Steinway's share of all new pianos sold has ranged from 1½ to 4½%, and averaged 2%—the share it held in 1952 of an industry production of 151,000 units.

The industry's average output of 155,000 in the last five years—since television became its latest rival—was only 41.5% of its all-time record unit volume of 364,000 in 1909, when U.S. population was about 43% less than today. But still it was six times as large as in that worst year 1932, when only 27,000 new pianos were sold. And because of higher prices, Steinway's share of dollars runs about 6% of industry total.

All the industry's efforts can hardly be expected to multiply the estimated one million usable pianos in the country, or the five million Americans who can render more than Chopsticks. A single TV set maker may spend more money in advertising than

all the piano manufacturers and all their dealers combined. And on their part 97% of Americans seem now to prefer lazy looking and listening to others' work at the other end of the wave length.

Still Music survives. Indeed the omni-pervasion of radio, TV and juke boxes must mean that we are in many ways more "musical" than ever. Even here there's evidence that, so long as we have music, we'll have Steinway. More than 100 Steinways are hard at work in New York City broadcasting stations, and hundreds more throughout the nation and the world. The company emphasizes that "these Steinways were bought by the stations outright. They were not loaned or contributed!"

The present White House Steinway is in several ways symbolic. Its gold-leafed legs are shaped like American eagles. On its mahogany sides appear decorations of elementary—and enduring—American music: The Virginia reel, New England barn dance, Indian ceremonial chant. Negro cotton-pickers are singing spirituals and cowhands serenade the stars on the lo-one pray-ree.

Franklin Roosevelt dedicated the instrument to "the advancement of music in every city, town and hamlet in the country."

Presenting it to the government Theodore Steinway said it sang "a paean of thanksgiving by a family who arrived on these friendly shores from abroad . . . to pursue their work

with happiness and contentment . . ."

Heinrich Engelhard Steinweg thrived on adversity. He was born in the Harz Mountain village of Wolfhagen in 1797, the youngest of 12 children until his father, a forester, adopted three more. When the father and four older brothers were away helping Prussia to fight Napoleon, the mother and youngsters had to flee from marauders to the mountains. Hunger and cold killed all but Heinrich, one brother and a sister. They went back to their devastated village and built a house. At 15 Heinrich was a forester. After his elders returned he joined them one day to repair a road. A stroke of lightning killed all but Heinrich.

Napoleon returned from Elba to resume the wars. Little (five-feet-four) Heinrich was a bugler at Waterloo. While men died all around him, he never missed a note.

During the long garrison days afterward he began to make musical instruments—a jew's-harp, a zither, a dulcimer. Discharged, he worked as cabinetmaker, then in a little organ factory. When he married Julia Thieme he gave her a piano he had made. It had two strings to every note.



STEINWAY SALESMAN: Roman de Majewski for many years has directed Steinway sales in 57 countries.

For 14 years he worked on a "three-string" piano for his first-born, C. F. Theodore. The son not only helped him finish it, but played it at the State Fair in Brunswick, where it won honors—and orders. But Heinrich remained a cabinetmaker.

(Continued on page 86)

BY HARRY WOODWARD



HOME AGAIN . . . The man who put the first Clary adding machine on the national sales market, has come home again to Clary Multiplier Corp., as general manager of distribution: He's Joseph W. Stallings (right) and he was also the company's first general sales manager—from 1946-50. For the past three years he's been assistant national sm for Marchant. Joe Stallings is a sales executive whose hobby is salesmen. "I like to work with young men who are getting their start in the business of selling and of living," he says. Joe knows a lot about both: He worked his way through the University of Arizona by waiting on tables, taking charge of the college warehouse, handling school supplies. The year he got his degree (B.S. in commerce) he got married and he took his first job—as a salesman for Burroughs Adding Machine Co. (With him here: Hugh Clary, the company's president.)



THE PICTURES ON THE WALLS . . . of C. D. Alderman's office are of birds and dogs. For whenever he can get away from his neat desk and his new job of v-p in charge of merchandising, Mullins Mfg. Corp. (Youngstown Kitchens), he likes to hunt. He also likes to sell America's ladies the smooth kitchens his company makes. At 40, "Deck" Alderman has spent his mature years in the kitchen merchandising business. He joined the company's Kitchen Sales Department in '38. Two years later he'd worked up to be assistant regional sales manager in the District of Columbia-Philadelphia-New York area. Before the year was out, he was the regional sales manager. In this post he helped to develop the kitchen merchandising plans that have made Mullins a giant among manufacturers of steel kitchen equipment. His territory consistently leads in kitchen sales . . . Deck served in the last war as a Major in the office of Chief of Army Ordnance, came back to Mullins as assistant manager of kitchen sales. He's an Ohio Wesleyan graduate, a friendly guy whose office door is always open to anyone who wants to drift in. And he sees no reason why the title of v-p should effect any change in the custom. Just sound your horn.

HOW TO GET A START . . . as a salesman

. . . If you ask Paul Inskeep, new director of sales, Detroit-Michigan Stove Co., he'll say, "As a door-to-door salesman." That's the way he started—for Fuller Brush. And when he lectures before national meetings in food equipment lines—as he frequently does—he points out that such training is guaranteed to weed out the faint of heart. (He's had plenty of doors shut on his bunions!) Paul has been with D-M for 15 years, was—before his new appointment—sales manager the last three.

He's so busy with his work, his duties with the Detroit Sales Executives Club, his committee posts with American Gas Association, National Association of Food Equipment Manufacturers and Gas Appliance Manufacturers Association, that his hobbies are "for the birds." But when he gets a chance he steals down to the Detroit Yacht Club or bats a golf ball around.



They're in the News



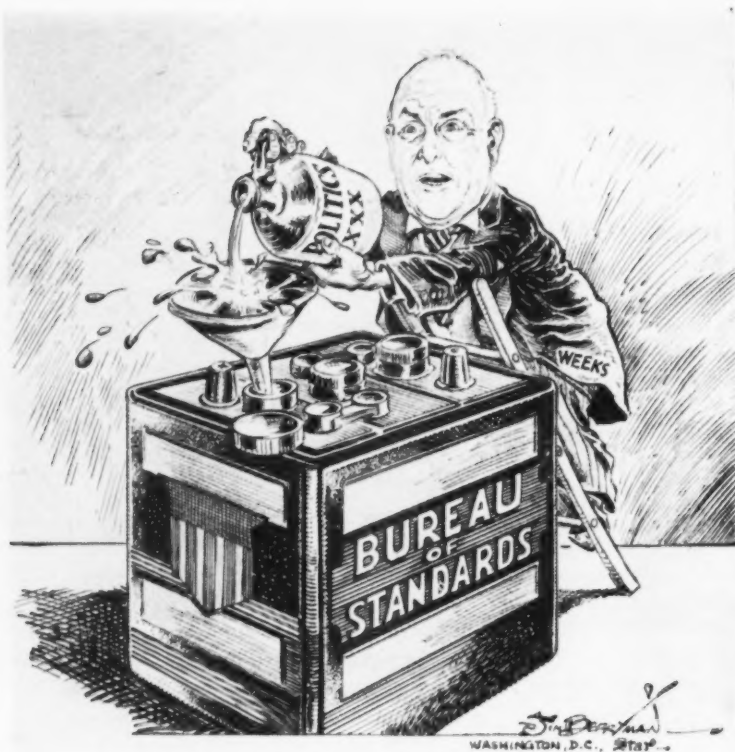
TO SUE OR NOT TO SUE . . . that is the decision which will be faced, and daily, by Stanley N. Barnes, in behalf of you and the rest of your fellow-Americans: For Judge Barnes, of California, a big (six-foot, 200-pound, one-time star athlete) is the new U.S. Assistant Attorney General, and his bailiwick is the Justice Department's Anti-Trust Division—of which he will be head . . . Long a friend of Senator Welker, who said of him: ". . . truly in a position to render public service and do public good . . . He is leaving what amounts to a lifetime job as presiding judge of the largest court in the world . . . the court of Los Angeles County . . . He has always devoted his life to less fortunate people . . . one of the really great judges and lawyers of the U.S." The Judge was born in Baraboo, Wis., got his A.B. and J.D. from the University of California (for which he played football, twice in the Rose Bowl). Judge Barnes has often had to hand down a decision for and against his four children—for and against each other.



JESSE M. RITCHIE and his AD-X2 got...



DR. A. V. ASTIN "fired" . . .



BY Secretary of Commerce Sinclair Weeks, who was surprised by the uproar over removal of Truman's Republican appointee as Director, National Bureau of Standards . . .

Why the Fight over AD-X2?

Will the powder really restore storage batteries? Has the National Bureau of Standards been unfair? Why have businessmen defended the Bureau Director? What caused Secretary Weeks to change his mind on Dr. A. V. Astin?

BY JEROME SHOENFELD & JOHN H. CALDWELL

AD-X2, the battery rejuvenator, has developed some unexpected political juice. The sparks have all but obscured Jesse M. Ritchie, president, Pioneers, Inc., Oakland, Cal., who on March 31 thought he had the scalp of his chief scientific antagonist, Dr. Allen V. Astin, Director, National Bureau of Standards.

Now Secretary of Commerce Sinclair Weeks has reversed himself. On

April 17, the day Dr. Astin, who was fired by requested resignation, was scheduled to leave Government service, Secretary Weeks asked Dr. Astin to continue until late summer or early fall. And Craig R. Sheaffer, who resigned as president, W. A. Sheaffer Pen Co., to become Assistant Secretary of Commerce for Domestic Affairs, and who had obtained Dr. Astin's resignation, had had his first

taste of a political storm.

What started out as a defense of a small business by an administration sensitive to the charge that it is run by big business became, to the consternation of politicians and scientists, a battle between "Science" and "Politics." Science, thanks to the long history of non-political integrity of the National Bureau of Standards and its quick defense by substantial business interests, has won the first battle. (Turn to page 15 for "After Dr. Astin—What?")

While Dr. Astin (He says, "regardless of my personal opinions or wishes, I should continue as Director during this interim period.") stays in office, it is certain in time that Secretary Weeks will appoint a man of his own choosing to the policy-making post of Director of the Bureau.

Will a new policy be developed for the Bureau, too?

"After all this blows over," says Sheaffer, "I'll be glad to discuss with you the whole philosophy of regulation. But certainly not now. But just ask yourself: 'Out of all the business done, with all its repeat orders, are people fooled very much?'"

While top officials of the Department of Commerce, who were willing to comment a few weeks ago, are not talking for the record now, they raise such questions as:

"Are laboratories the last word?"

"What would have happened to Scott's Emulsion 40 years ago when no scientist would identify himself with vitamins?"

"Could Ben Franklin have satisfied the scientists of his day that his inventions would work commercially?" (Current theory was against him.)

Sometimes, argue Commerce Department officials, the market place offers a surer test than a laboratory.

Officials seem to draw a distinction between products which could cause harm—food or drugs—plus products sold with obvious intent to defraud, and products the claims of which are difficult to establish or destroy. Arguments run this way:

"How can you be sure that a product is bad until you use it—or good for that matter?"

"Laboratory tests try to reproduce conditions of actual use. Can you be sure the laboratory setup is good enough?"

"Doesn't a scientist check his testing equipment against performance in real-work situations; that is, isn't he aware of what happens in the commercial market?"

"A really new product might run up against accepted ways of testing. Might not established tests unfairly exclude a product?"

"Does federal regulation really protect the consumer? Aren't complaints pretty scattered, sometimes trivial?"

If your advertising misrepresents, the Federal Trade Commission can compel you to desist, and the Post Office can return your incoming mail, stamped "Fraud."

Has this authority been abused, or are both the law and agency regulations so strict that innocent marketers are unjustly accused?

"Throughout this whole matter," [AD-X2] Secretary Weeks told the Senate Select Committee on Small Business on March 31, "runs the fact that the National Bureau of Standards is the keystone on which other agencies of the Government depend. The Post Office calls it its Supreme Court on questions of fraud in a case like this."

"The Federal Trade Commission

Secretary of Commerce Weeks . . .

THEN

(March 31 when he "fired" Dr. Astin)

"I cannot bring myself to believe that the people making AD-X2 have the intent to defraud—and without intent, I do not see how there can be fraud. I know that this business has suffered severely at the hands of certain bureaucrats. . . . As a practical man, I think that the National Bureau of Standards has not been sufficiently objective, because they discount entirely the play of the market place and have placed themselves in a vulnerable position by discussing the nature and scope of their prospective reports with the very people who might not want to see the additive remain on the market, and when their reports and results of tests were questioned, discussed the matter with other scientists, engaged by your committee (Senate Select Committee on Small Business) to make separate objective findings. I cannot help but wonder how many similar cases have never been heard about..."

relies on its tests in a similar manner. The Bureau, which is supposed neither to approve nor condemn a product has, by its very setup, the power to make the introduction of a new product on the market very difficult, to prevent a product's being advertised by the Federal Trade Commission action, and to have people labeled 'fraud' and denied the use of the mails.

"If this power is objectively and correctly used, it has great value to all the people of this Nation. However, if the Bureau's foot slips, a business starting in against all the normal competitive hazards, finds itself up against something with which it cannot cope, the vast power of the U.S. Government.

"Unless the small businessman knows a very great deal about Government, or has the finances to employ experts, he is obliged to quit. . . . Your committee might want to re-examine the legislation giving the Federal Trade Commission very broad powers in matters like this."

For a firm that receives only 12 letters a day (according to a report

NOW

(April 17 when he retained Dr. Astin)

"I would emphatically point out that at no time has there been any intent, implied, or otherwise, to cast reflection upon the integrity of the Bureau or the professional competence or integrity of Dr. Astin. The latter is a scientist of distinction who has served his country well. Such differences as I have had with Dr. Astin result from a conflict with respect to administrative viewpoint and procedure and have literally nothing to do with scientific evaluations or conclusions. . . . [but in asking him to stay on] "No question is involved of Dr. Astin's permanent retention. . . . I shall select a new director. . . . There will be a position of comparable grade available. . . . Where his professional skill and abilities—never questioned by me or my associates—may be utilized in the national interest."

by the Oakland, Cal., Post Office on March 31, 1952) Pioneers, Inc., has stirred up a fuss.

The bombshell, which Secretary Weeks touched off, was planted quietly enough in mid-December last year, when an employee of the Senate Committee laid on a table in the Senate press gallery a pile of releases on AD-X2. They said that experiments conducted by Massachusetts Institute of Technology disproved those of the National Bureau of Standards. Releases were based on a report submitted December 16 by MIT to Senator John Sparkman (D., Ala.), and the Democratic vice-presidential candidate in 1952.

Senator Sparkman, who headed the Senate Committee under the Truman Administration, has been gun-shy on the present controversy. He appeared late at the March 31 hearing and passed over an opportunity to ask questions with the comment, "I assume that the Committee has pretty well gone into it."

Next move: Ritchie may testify before Senate Appropriations Committee.



All business is specialized

...and nothing specializes
on your business
like your business paper

This sea-going salesman can sell more ... because he specializes. Your business, too, is specialized. That's why it pays to keep up with this business paper of yours that specializes on the business problems you meet daily. You can move ahead when you know what's ahead; you can make quick decisions when you have a clear perspective. Follow the editorial features that gather, weigh and interpret the news ... and ads that report new products, materials and equipment—what they do—where to buy them. Read every issue ... thoroughly.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid-circulation paper that must earn its readership by its quality ... And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

NEXT ISSUE you'll be
reading about ...

How 3M's Train New, Refresh Older Salesmen

By J. S. "Dave" Crockett
Minnesota Mining & Manufacturing Co.
SALES MANAGEMENT

One of a series of ads prepared by
THE ASSOCIATED BUSINESS PUBLICATIONS



National Bureau of Standards: What It Does

How did the National Bureau of Standards become involved in the AD-X2 dispute?

The Federal Trade Commission, investigating a charge by the National Better Business Bureau that AD-X2 was misrepresented in advertising requested the Bureau to check claims made by Pioneers, Inc. The U.S. Post Office, investigating use of the mail to defraud, relied on the NBS report on AD-X2 claims.

Why did the FTC ask the National Bureau of Standards to check claims on AD-X2?

The FTC is authorized to hire the Bureau to conduct technical tests on which examiners and FTC members can base decisions on alleged misrepresentation of a product. FTC has no technical facilities of its own.

What is the authority for the National Bureau of Standards to make tests?

The Bureau was set up by an Act of Congress on March 3, 1901. Section (e) of the Act states that NBS shall provide "Advisory service to Government agencies on scientific and technical problems."

Is the National Bureau of Standards required by law to conduct tests for the Federal Trade Commission and the U.S. Post Office?

No.

Can a private manufacturer hire the National Bureau of Standards to conduct tests?

No, but anyone may ask the Bureau for advice about individual problems. Thousands do. The Bureau undertakes tests only when there is a general interest in the product, and results are made freely available to anyone.

What other tests does the National Bureau of Standards conduct?

The Bureau tests products submitted for purchase by Government agencies. No matter how published specifications read, the Bureau will tell federal buyers, bluntly, but in secret, the best brand-name product to purchase.

Have manufacturers complained

before about "unfair" tests by the National Bureau of Standards?

Any manufacturer whose product has been found by the Bureau not to measure up to claims is likely to kick. Most complainers are small businessmen. They usually take their complaints to a congressman or senator, and hint that "big business" has kept them from securing Bureau approval.

Has an unfavorable report by the National Bureau of Standards ever been withdrawn from public circulation?

When Henry A. Wallace was Secretary of Commerce, under President Roosevelt, he withdrew a report unfavorable to a particular "water-proof" coating for concrete walls. Dr. E. U. Condon, then Director of the Bureau, was not fired.

What else does the National Bureau of Standards do?

It calibrates instruments, distributes standard samples of chemicals, ores, studies properties of materials, helps to prepare codes for standard design materials, to determine standard weights and measures, engages in basic research, and other activities.

How big is the National Bureau of Standards?

The Bureau's budget runs from \$50 to \$60 million a year. About 85% of the budget is for defense and atomic energy jobs, mostly secret.

How much does the National Bureau of Standards earn in fees from other Government agencies?

The Bureau bills the Federal Trade Commission between \$5,000 and \$10,000 a year. Fees include out-of-pocket charges, plus overhead, including depreciation.

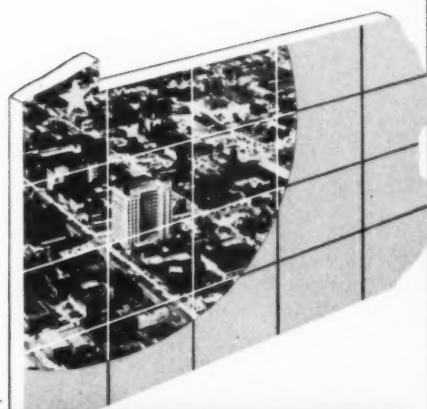
How is the National Bureau of Standards regarded by people in Government and business?

Until the present furor, the Bureau has been held above reproach, and as non-political. Said E. L. Shaner, editor-in-chief, *Steel*, friend of the Administration: "... the National Bureau of Standards has enjoyed a reputation of high integrity in scientific matters over a long period of time."

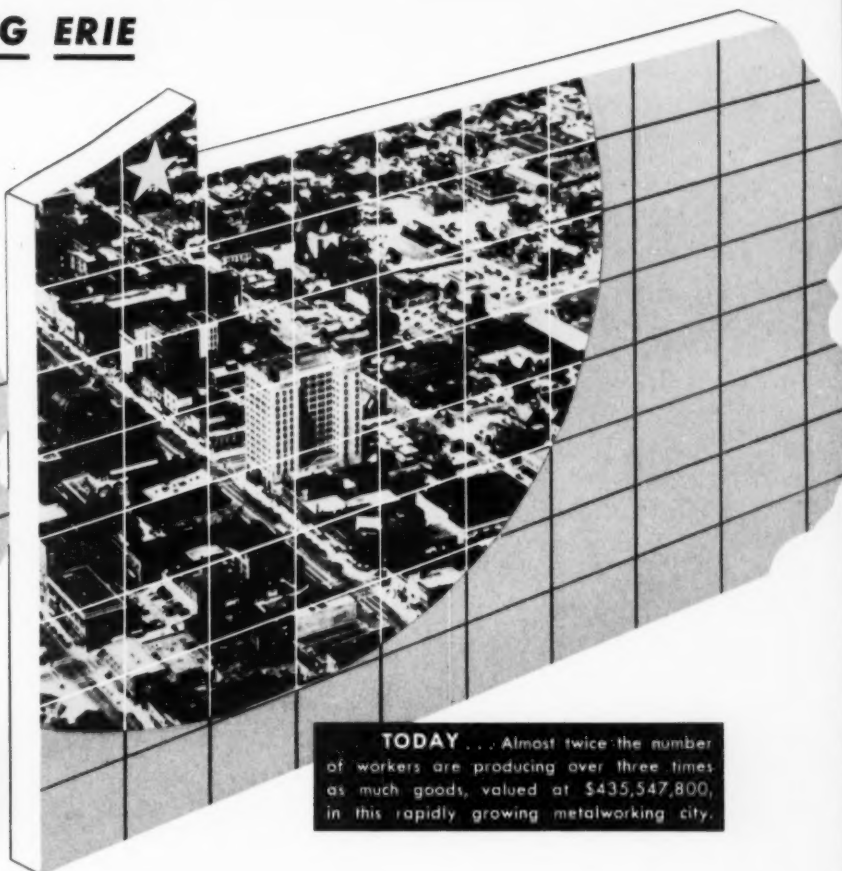
(Continued on page 33)

SALES MANAGEMENT

**LOOK HOW YOUR MARKET
IN METALWORKING ERIE
HAS DOUBLED
SINCE 1940!**



IN 1940 . . . Erie, Pa., was proud of its 20,000 men in metalworking plants turning out \$115,892,700 worth of goods.

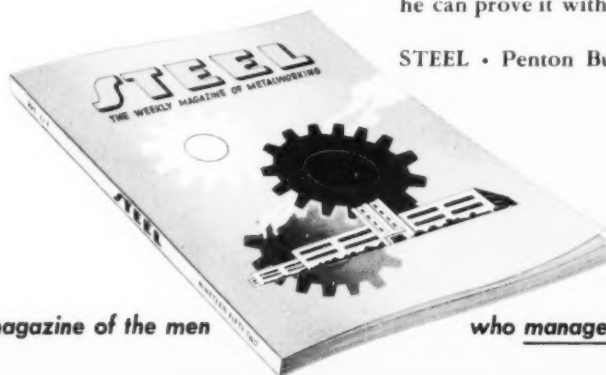


TODAY . . . Almost twice the number of workers are producing over three times as much goods, valued at \$435,547,800, in this rapidly growing metalworking city.

**What are you doing
to stake out your
claim in fast-growing
Metalworking America?**

Pick practically *any* city in addition to Erie, and you'll find the same tremendous growth in your metalworking market. This twice-size growth in plants, workers and output has created a sales potential unequalled in the history of America. This is *your* market, but it isn't waiting for anybody. In its hustling urge to turn out "guns and butter" and grow even bigger, it is buying more goods than any other market in the world. The suppliers who aggressively stake out their claims in this market *now* . . . will have an "in" during the continued expansion ahead. STEEL can help you stake out your claim in Metalworking America faster and more efficiently. That's because STEEL already reaches more of the key men who run metalworking than any other industrial publication. And its continuing census of new plants under construction will *keep* it out front in the coverage you want. Ask the man from STEEL . . . he can prove it with facts and figures.

STEEL • Penton Building • Cleveland 13, Ohio



The magazine of the men

who manage, operate and buy for the Metalworking industry

You can reach nearly



out of every



families

in the top three markets with

this



great buy!



And, First 3 Markets Group's total
"Sunday Punch" Circulation of
6,500,000 delivers 46% average
Family Coverage in 294 key
Industrial NORTH and EAST
counties. These key counties
account for 31% of total U.S.
Retail Sales, 28% of Drug Sales,
33% of Food Sales, 33% of Furniture,
Furnishings and Appliance Sales,
and 40% of Apparel Sales.
Increase your sales with this 1 great buy:



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer
Rotogravure
Colorgravure
Picture Sections
Magazine Sections

New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4895
Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946
Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259

What Is AD-X2?

AD-X2, priced at \$3, comes in a small box containing three envelopes, each filled with powder. You pour an envelope into each cell of your battery. After two weeks, say the instructions, check the battery for too much acid; if it is overly acid, pour off some fluid and substitute water. AD-X2 is supposed to keep the lead plates from collecting hardened sulphates, which prevents charging. By dissolving the sulphate it revives worn batteries, and prevents hardening in the first place when applied to new ones. The powder consists of familiar salts with the addition, says Ritchie, of microscopic "trace elements," which make all the difference.

Additives: Are They New?

"The National Bureau of Standards has issued several leaflets," says the preface to Circular 504, dated January 10, 1951, "during the past 25 years on the subject of battery additives. Many of these additives have been exploited as panaceas for lead-acid storage-battery failures. These leaflets were an expedient means of answering many hundreds of inquiries about such materials. . . This circular shows by a comprehensive series of comparative tests that these materials are not effective. . . This circular is intended for the average automobile owner and storage battery user."

Circular 504 has been withdrawn from distribution by Secretary Weeks.

AD-X2 Made News on:

June 17, 1949: National Better Business Bureau files complaint with the Federal Trade Commission.

March 22, 1950: FTC requests National Bureau of Standards to test AD-X2.

May 11, 1950: NBS says no support for AD-X2 claims.

May 9, 1951: FTC's Bureau of Anti-Deceptive Practices considers stipulation against AD-X2.

May 28, 1951: FTC seeks stipulation. AD-X2's maker, Pioneers, Inc., says NBS tests are insufficient, and FTC decides to seek new tests.

July, 1951: Senators and congressmen send letters to NBS asking if tests have been fair.

Spring, 1952: Jesse M. Ritchie, president, Pioneers, Inc., employs as consultant Dr. Keith J. Laidler, Catholic University, Washington, D.C.

March 18, 1952: U.S. Post Office complains about AD-X2.

September, 1952: Meeting at NBS of Dr. Astin, Ritchie, O'Connor (Senate Small Business Committee), Laidler, Weber (Massachusetts Institute of Technology), at which tests by MIT agreed to.

October 1, 1952: Ritchie tells Post Office officials he will not attend fraud hearing.

February 24, 1953: Acting Postmaster General, C. W. Hook, signs fraud order.

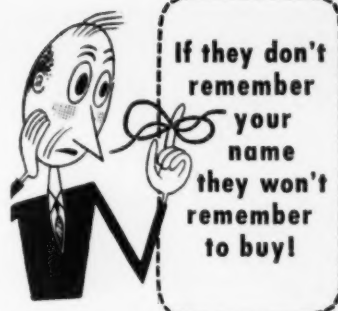
March 2, 1953: Secretary Weeks persuades Postmaster General Summerfield to suspend fraud order.

March 31, 1953: Secretary Weeks announces Dr. Astin's dismissal.

April 3, 1953: Secretary Weeks appoints Dr. M. J. Kelly, pres., Bell Telephone Laboratories, Inc., chairman of committee to recommend scientists from whom a new Bureau director can be chosen.

April, 1953: FTC suspends investigation into AD-X2 complaint.

April 17, 1953: Secretary Weeks requests Dr. Astin to continue until late summer or early fall.



Make sure your customers think of you when ready to buy what you sell

Tatum **MONOGRAM** Staplers
with your name here
on 2-color metal plate



**KEEP YOUR
NAME UP FRONT
4 WAYS**

1. Your ad works under ideal conditions...on a handsome, useful medium
2. No waste circulation...reach only prospects and customers
3. Long-life medium...your ad lasts 5 years or more
4. Low cost advertising...your ad makes sales calls for a fraction of a cent each

Ask your stationer or office supply firm for details and quantity prices of MONOGRAM Staplers, or mail coupon today.

WILSON JONES COMPANY	
209 S. Jefferson St., Chicago 6, Ill.	
Please send complete data explaining how I can put the MONOGRAM Staplers to work on our prospects' desks. Also give me name of my nearest stationer.	
Name _____	8MS
Company _____	
Address _____	
City _____	State _____

Six Methods of Door-to-Door Sales Calls

When do you use the cold call, the spot call, the lead method, the appointment method, the party plan, and the route method?

In Sales Management, June



FREE CONSULTING SERVICE on interior design by a professional decorator is big selling point for Royal salesmen. Designer Virginia Hawley is showing Alfred E. Siegel, Royal's general merchandising manager, how one selected color might be used in combination with vanity desk from Royal's hospital line.



TOOLS FOR SALESMEN: Siegel reviews advertising & merchandising aids for the sales force. They include viewers, reprints, paint samples, drapery swatches.

Everybody Said, "Hospitals Are A Tough Market to Sell!"

... but in a period of five months, more than 80 hospitals had furnished a minimum of 10 rooms with Royal. It happened because the company researched needs, designed to meet them, and followed through with sound selling.

**Based on an interview by David J. Atchison with
ALFRED E. SIEGEL • General Merchandising Manager
Royal Metal Mfg. Co.**

If you're shipping cases of suntan oil to the natives of Borneo, somebody in your company is doing an outstanding selling job in hitting a market that "can't be sold." Maybe your secret is to add an insect repellent to the oil, and thereby create a demand for it. You have added that *extra something* that spells success in an impossible market. But the "wild men" have to be sold on the benefits.

The above may be a strange par-

allel to Royal Metal Mfg. Company's successful campaign to break into a market foreign to them, but the essentials are the same. In 1948, when the Chicago manufacturer of metal furniture considered entering the hospital equipment field, the company was told that it was "a market that can't be sold." Royal learned that it would be a difficult market to break into; that conventional selling methods would not be the solution; that

"something extra" would be needed.

That "something extra" was found, and this is what happened:

1. National distribution has been achieved among major hospital supply channels.

2. Hospital administrators now recognize Royal as a quality source of supply.

3. Within 90 days of Royal's introduction of its hospital line, the company began to see Royal merchandise specified on "Invitations to Bid."

4. Entering the hospital supply business increased sales of standard Royal products. During the first 11 months of selling in the hospital field, sales of other Royal products increased 70%, as against the previous 12-month period.

5. In the five months ending March 31, more than 80 hospitals had furnished a minimum of 10 rooms with Royal furniture. Hospitals that plan building programs have placed future



what's all this stuff about

"Selling by
helping people buy"



Come clean, Uncle Schuyler, isn't that just a slick sales approach that some industrial marketers use to disarm buyers?



What? You mean lots of people who specify and buy industrial products really have trouble locating the right suppliers?



Don't tell me you've master-minded a way to turn the buyer's problem into a sales advantage. All right, let's have it...



Now let's see if I've got this straight. First you make sure that adequate product information is anchored in every worthwhile prospect's office...



...then you use advertising to seek out those of your prospects who have a need *right now*... and direct them to that product information...

I get it! The pay-off is that salesmen get to spend more time with folks who have already taken one step toward selecting a possible supplier. So they have more chances to sell by helping *interested* prospects buy. Why, that's real simple... like taking candy from a baby!

NOTE: The model is the No. 2 child of Bill Brown, Production Manager, The Schuyler Hopper Co.



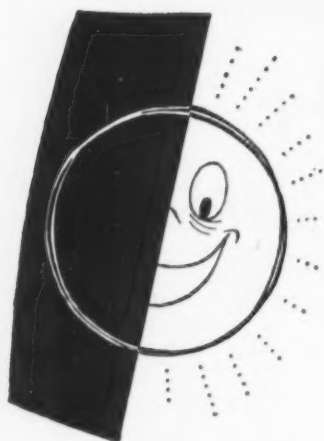
The Schuyler Hopper Company

12 East 41st Street, New York 17, New York • LExington 2-3135

"Ditch-Digging Advertising" that Sells by Helping People Buy

REG. U. S. PAT. OFF.





The Bright Side

Your advertising dollar can still buy a dollar's worth of action. Radio is the shining example!

Put your dollars on the air. You'll not only escape such terrific increases as, for example...

engravings up 106% since 1942
typography up 85% since 1942

...but you'll enjoy tremendous bargains! For example: a popular daytime participation on KDKA now costs only 16½% more than it did 10 years ago!

KDKA
PITTSBURGH
50,000 WATTS

WESTINGHOUSE
RADIO STATIONS Inc
WBZ WBZA KYW KDKA
WOWO KEX WBZ-TV
National Representatives, Free & Peters
except for WBZ-TV, for WBZ-TV
NBC Spot Sales

All about Royal:

Royal Metal Mfg. Co., in all its 56 years, has never shown a financial loss or a sales decline.

The company was founded in 1897 by a Chicago metalworker, Joseph Salomon, who set up shop to manufacture the new wire chairs that were becoming popular for use at soda fountains. He prospered, and he soon developed a line which included stools, tables, children's furniture, shoeshine stands, and mirror frames.

During World War I the company got into the posture chair business.

At this time a nephew of the founder joined the firm. After overseas service with the Marines, Col. Irving Salomon, the nephew, returned to the company, had a hand in the production of the first adjustable stenographer's posture chair, the first tubular steel book-keeper's stool. He became president at 28. After his retirement in 1942, he wrote a book, "Retire and Be Happy," which enjoyed wide popular sale.

By 1936 the company was steaming along. It bought its first national advertising in Time. The advertisements made news: They explained that Royal was oversold, that the company would never sacrifice quality for volume. In the next breath they told readers not to wait for Royal furniture if they couldn't get it—to go to competitors who also made good products. They even listed the competitors.

Today the firm makes a wide line of products, ranging from chairs of almost every type, professional furniture, desks, shelving, beds and dressers, to virtually any type of metal furniture required by offices and institutions.

orders for furniture to equip de luxe patient rooms.

Alfred E. Siegel, general merchandising manager, is convinced that Royal Metal is now so firmly entrenched in the hospital field that the company is free to turn its sales emphasis away from this market. During the past year and a half, Royal has devoted all its energies to the promotion of this field. It is no longer the primary sales problem.

Royal had wedged its foot in the hospital market door, years before, when American Hospital Supply Co. began to carry Royal's line of metal chairs, stools and office furniture designed for reception rooms and laboratories. The Royal people themselves had very little actual contact with hospitals; they had scant knowledge of what was required beyond the offices—in operating rooms, treatment rooms and therapy departments.

What piqued the company's interest in hospitals? The answer was that it suddenly saw a great potential market for products it was geared to

manufacture. After World War II, Royal did considerable business with Veterans Administration hospitals, supplied them with chairs, stools, etc. While on a business trip to Washington in 1948, Siegel learned through the Federal Security Agency, that it was planned to alleviate crowded conditions in hospitals by launching a building program for new institutions, and by expanding existing facilities.

Royal did not jump into the market. By 1950 the company was working with the U.S. Department of Health, and through this governmental agency's cooperation developed a "seating guide" for 50-bed general hospitals. The 10-page booklet included floor plans for every department in the hospital, including administration offices, morgue and autopsy, pharmacy, therapy X-ray, single rooms and open wards, and isolation suites.

All floor plans were credited as being "U.S. Public Health Service Requirements" followed by "Royal Recommendations." Location of Royal

pieces in the various rooms was shown in solid black. As Siegel says, "The blacked-out pieces of equipment were chiefly stools, chairs, desks and tables. The same kind of chart today shows that almost every item in every room can be placed there by Royal: beds, dressers, cabinets, treatment furniture, hydraulic chairs and many others."

Subsequently, Royal made up seating guides for 100- and 200-bed hospitals. The booklets were sent to all salesmen, with a letter written by Siegel which said: "Just off the printing press—the second portion of this literature which includes actual seating plans for 50-, 100- and 200-bed hospitals. The latter are valuable, inasmuch as the plans themselves are U.S. Public Health Service recommendations. This agency has granted us permission to use these plans as a basis for making recommendations for our furniture."

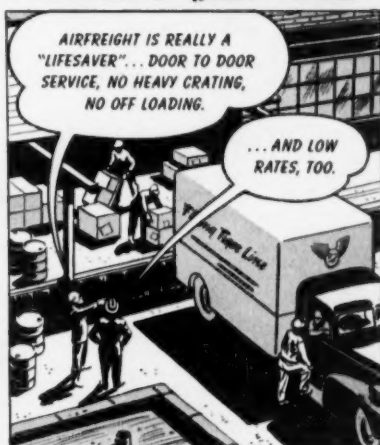
Details of Royal's Offer

Simultaneously, Royal mailed to 10,000 hospitals a Hospital Seating Guide addressed to each administrator, with a letter attached. All hospital and surgical supply dealers who carry Royal products also received a copy of the guide, with a letter. Copies of letters sent to hospitals and dealers were mailed to Royal salesmen to keep them informed of the company's plans. "We will appreciate your comments," Siegel told them. "In your own particular territory you may have specialized methods of distribution you would like to make, or, if we can make them for you from the Chicago office, we will be happy to do so and to cooperate with you and your accounts in every way—to help us get an increasing share of the hospital business."

This increased activity in the hospital market was sufficiently successful to convince Royal executives that their company should enter the hospital field.

The decision was reached during a 1950 executive sales meeting in Royal's offices. It was decided to go ahead with the manufacture of hospital furniture and equipment to such an extent that Royal would be considered one of the world's most complete sources of supply for such articles.

Letters were mailed to all salesmen, which told them that their company would soon be able to furnish everything from gatch springs for beds, to dormitory furniture, in addition to complete steel shelving, clinical treatment equipment and furnish-

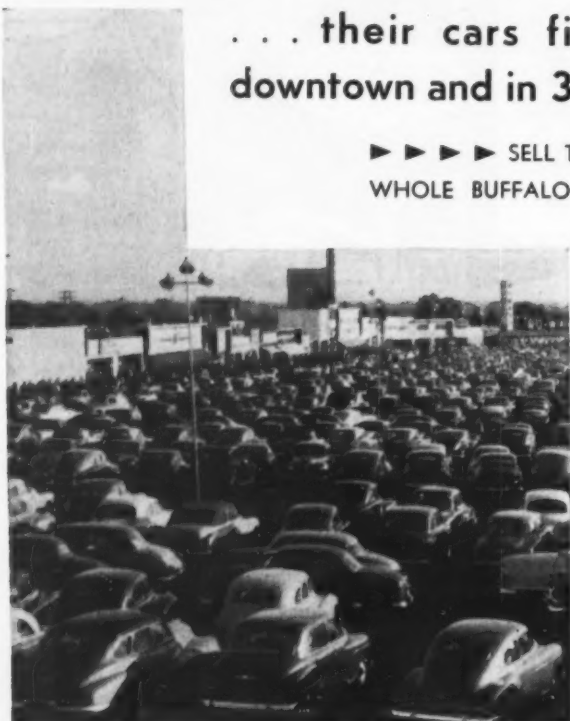


OFFICES IN PRINCIPAL CITIES • GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK 8, CALIFORNIA • CABLE: FLYTIGER

WHEN BUFFALO PEOPLE GO SHOPPING . . .

. . . their cars fill the parking spaces both downtown and in 30 shopping districts and plazas.

▶ ▶ ▶ ▶ SELL THE NEWS READERS AND YOU SELL THE
WHOLE BUFFALO MARKET OF OVER 1,400,000 PEOPLE



Over 94½% of all families in the Buffalo City Zone read The Buffalo Evening News, Western New York's Great Newspaper.

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

ings for patients' rooms. The company then:

1. Wrote personal letters to selected hospital administrators, asking for ideas on what was needed, and telling them of Royal's plans to enter the complete hospital equipment market.

2. Conducted its own research in the market to evaluate the quality of competitive hospital furniture.

3. Asked: "What is there available in the market?" It was found that high-quality hospital furnishings were at a premium, that demand actually exceeded supply.

Research findings were compiled and sent to territorial sales managers, who were requested to talk with hospital administrators. The latter group had many constructive ideas about individual pieces of equipment, with convenience, maintenance and sanitation always uppermost in their minds. When asked, "What would you like to see in a bedside table?" many replied that they had wondered for years why a manufacturer had not come out with a table which had doors opening at the center, so that the patient could reach the handle

from either side of the bed. Older models were made with a single wide door, which made it necessary for the patient to stretch an arm to reach the latch at the far side.

Many hospital men recommended that dressers and stands be made without conventional legs at the corners; that the pieces rest on "islands" built in several inches underneath the dressers or stands. This would facilitate cleaning and prevent a collection of "dust mice" beneath furniture.

What Design Offers

After finding generally what hospitals wanted, the Royal people talked to Cedric Errol Millspaugh, a furniture designer who had won renown for his Sylvania television cabinets, and for his creations in the home furniture field.

Although almost as much a stranger to the hospital field as Royal, Millspaugh designed a hospital line that incorporated all the good features suggested by hospital administrators. He rounded off corners, eliminated hardware which might snag or bruise, designed tables and dressers which had replaceable tops, and sug-

gested that all pieces be undercoated as a soundproofing measure, identical to the method used on automobiles. Today Millspaugh has established himself as a craftsman in the metal institutional equipment field.

Royal designated their Warren, Pa., plant to manufacture the hospital series. The first handmade samples were turned out in 1951, furniture that had at last materialized from results of the survey among hospitals. These first pieces were ready in time for showing at the American Hospital Association meeting that year.

"Our purpose in showing the furniture at that meeting," Siegel explains, "was to solicit reactions from hospital administrators. We gave them printed questionnaires asking for further ideas and how we might improve on certain characteristics of the line before we went into actual manufacture. After the show, we consolidated their recommendations and suggestions for changes and studied their values. If the present design kept the price down and still functioned properly, we left well enough alone. If other ideas were a definite improvement on what we had, we incorporated them into the line."

Immediately prior to the American

Hospital Association meeting in St. Louis, September, 1951, Royal placed full-page, full-color advertisements in *Hospital Management*, the *Modern Hospital* and *Hospitals*, which announced that "a new line will be unveiled" at that meeting.

The first advertisement aimed at marketing the Royal Metal hospital line appeared in the May, 1952, issue of the *Modern Hospital*, in conjunction with the Tri-State Hospital Association meeting in Chicago. Kuttner & Kuttner, Inc., Royal's advertising agency, placed a full-page advertisement in that magazine each month until the fall, and then included *Hospital Management* in the schedule. Royal reproduced 12,500 of its advertisements on letterheads, and used them as follow-ups for leads, and in replies to inquiries.

Toward the end of 1952, four pages of advertising were placed in the *Hospital Purchasing File Yearbook*. Reprints of this advertising were again sent out to the trade. Comparison charts, designed to emphasize Royal's slogan for its hospital line—"There's a bigger difference in quality than there is in cost!"—were carried in full-page advertisements and were reprinted for direct mailing.

Siegel believes that the merchandising of all advertising has been an important factor in successfully establishing the Royal name in the hospital field. "We spent more and we did more than was absolutely necessary at the outset," he says, "but it was worth it. We believed that the difference in what we might have spent and what we did invest would pay dividends. We felt that with a multi-million dollar potential, we ought to allocate extra funds to do the job right. No advertising budget was involved. We were new in the field and felt we should go 'all out'—within reason, of course. By now we have shaken the wheat from the chaff, and a budget is in the offing."

Design Emphasis

A great deal of emphasis in this year's advertising is on interior design assistance offered by Royal to hospitals, at no obligation. The company employs a full-time interior decorator whose duty it is to give professional advice on color, furnishings, interior decoration and other details. A complete hospital layout service is avail-

able, which is reported to be the most complete plan offered in the market.

Administrators of a new hospital, or one being remodeled or refurnished, need only to send floor plans to Royal Metal, where hospital specialists will submit detailed blueprints of the amount and type of equipment which should be installed. These plans are based, again, on official U.S. Public Health Service recommendations.

Advice on therapeutic color treatment in rooms and furnishings is available without cost to the hospital. The Royal Color-Harmony Chart includes eight attractive combinations with recommendations for correlating the furniture color with ideas for floor, wall and ceiling treatments, as well as for upholstery, drape and spread colors.

These "therapeutic" colors are markedly different from the old-type, white hospital beds which most patients have seen. The Royal line of Plastelle enamel finishes proved exceptionally photogenic in full-color advertising. Hues such as rose, delta green, fawn, cocoa brown, primrose yellow and burnt sienna appeal to hospital patients and administrators. Solid colors and two-tone combina-

"This is the size we make for the Growing Greensboro Market!"



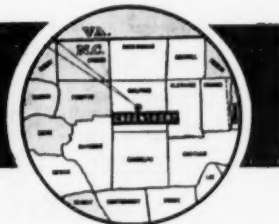
SUCCESSFUL SALES STORIES are written every day in the prosperous and buy-minded Growing Greensboro Market—in the South's No. 1 State! Here's an ABC Market that makes the Sales Manager's dream come true — witness 1/6 of North Carolina's 4-million people accounting for 1/5 of the state's \$3-billion total retail sales. . . . If your line is cars, gasoline, food, general merchandise, household, drug, appliances or apparel — you can bank on 1/5 of North Carolina's sales being made in the Growing Greensboro Market. . . . Easiest way to change these folks from prospects to customers — is by using the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



Sales Management Figures

tions are included in the room, ward and dormitory furniture. Three "Soft-Glo" shades are available on self-banded, replaceable Formica tops, and in matching Plastelle finishes (sea foam green, cool gray and sand beige).

The company's 33 salesmen who sell through dealer salesmen, have a convincing story to tell hospital boards. Royal has tied in with the Martin-Senour Co., paint manufacturers, and to F. Schumacher & Co., draperies, to offer what Siegel describes as a "package deal, a plus serv-

ice from manufacturer to customer."

Royal bought the Martin-Senour system, whereby color cards have a number for each shade. The hospital buyer who knows what colors are needed jots down the numbers and orders the paint by code. Schumacher also has supplied Royal with swatches of materials to match the paint tones, so that buyers may order draperies simultaneously. According to Siegel, many dealers offer a similar service but not many manufacturers take the time to set up this accommodation. Draperies and paints are ordered from

the respective dealers in those products, not through Royal.

By the time the Royal salesman makes his presentation before the hospital board and submits his price, he is certain that even the lay board members are familiar with Royal's program. If a board member has not read recent issues of hospital magazines, he probably has seen Royal's advertisements in *United States News & World Reports*, *Newsweek*, or *Interiors* magazine.

The salesman has an effective aid in the use of Royal's elaborate catalog, produced by the Schram Co., a direct mail firm. This book was issued to hospitals when administrators were willing to sign for it. Every one issued was accounted for on a registration card which carried the dealer's name and a serial number.



THE LAWN SEED THAT GREW 2,000%

From last place in consumer preference, to fourth, to second . . . in a period of only two years! That's what happened when Cargill advertised its "Miracle Green" lawn seed in this market, at the right time, with the right medium — the St. Paul Dispatch-Pioneer Press. The 1953 St. Paul Consumer Analysis Survey just off the presses shows "Miracle Green" consumer preference increased 2,000% since 1951 (see chart below), while the number of families caring for lawns increased from 81.5% in 1951 to 83.0% in 1953 — an increase of only 1.5%.

LAWN SEED BRAND PREFERENCE

BRAND	1953	1952	1951
A	29.2%	30.3%	30.6%
"Miracle Green"	20.4%	11.0%	Less 1%
B	12.9%	12.6%	10.5%
C	9.5%	12.5%	11.8%
D	5.7%	5.5%	8.0%

These results from the 1953 Consumer Analysis Survey again emphasized to Cargill how much its advertising in the St. Paul Dispatch-Pioneer Press paid off. The Consumer Analysis Survey supplies information on brand preferences and buying habits for many other major products as well. If you desire a copy, contact your Ridder-Johns representative or write Consumer Analysis, Dept. D.

St. Paul Dispatch
A RYDER NEWSPAPER
Pioneer Press

RIDDER-JOHNS, INC.
REPRESENTATIVES
NEW YORK
CHICAGO
DETROIT
MINNEAPOLIS
ST. PAUL

Why Photos Best

The catalog features a color chart, with recommendations for matching hues in draperies, walls and upholstery. Instead of showing ordinary color swatches of the shades available in room furniture, Royal features actual pictures of a chest or dresser illustrating "just how it will look in this color." There is more to this process than meets the eye.

On the two pages showing color selections, one color was printed at a time; the two pages went through the presses 13 times. Siegel agrees that "this increased printing costs substantially, but our salesmen can say to the hospital board, 'this is the exact color your furniture will come in.' We made up the catalog first, without figuring the amount we wanted to put into it. We didn't cut corners on the project, and it is commanding greater attention and more favorable comment than a 'cheap' job would have commanded."

This delineates the whole philosophy of Royal Metal's advance in the hospital equipment field. Says Siegel: "We manufactured the best furniture that it was possible to manufacture; real quality items were what the hospital people asked for. Then we set the price, rather than to try to figure what we wanted to sell a certain piece for, and then to make a piece to fit the price. That's where our slogan comes in: 'There's a bigger difference in quality than there is in cost.'"

As successful as Royal is becoming in manufacturing and marketing hospital furniture and equipment, management feels that the company must "grow solidly in various fields."

SALES MANAGEMENT



"Look at the state this girl is in"

She's in California—Fresno to be exact—a market where women treat themselves to nearly three times as much beauty treatment as their equally prosperous sisters in another market not far away.

How come such a difference?

Who knows for sure? The fact is this: People in the United States are *un*-united when it comes to buying habits and personal preferences. Consumption varies—market by market, city by city and product by product. And when you advertise in newspapers you get the *flexibility* to match those variations.

Why fight local peculiarities? Use the ad medium that lets you pour on all the pressure you

want—when you want it—wherever it will do you the most good.

Sure, you can sell cosmetics or candy from Maine to Mexico. But in some markets you can sell more—more often. And, after all, isn't that a major reason why you advertise?

We may have some information that will help you pin-point your high consumption markets. Write or phone. There's no obligation.

Bureau of Advertising—American Newspaper Publishers Association, 570 Lexington Ave., New York 22, PLaza 9-6262—360 N. Michigan Ave., Chicago 1, STate 2-8681—240 Montgomery St., San Francisco 4, EXbrook 2-9530



SALES CALLS BY TELEPHONE:

In plain offices, plastered with tire data for fleet operators, four of Tire Mart's 18 salesmen (8 in New York, 6 in Jacksonville, Fla., and 4 in Los Angeles "meet" customers. For prospects, a friendly, but business approach saves time.



CLOSE-UP:

Each salesman makes 20 calls daily. Average sale: \$300, shipped on credit.



THEY STARTED IT:

Roy Benjamin, Jr., (l), now v-p, and Harold N. Leitman (center), pres., had a problem and an idea. (right) sales manager: Henry Pessar.

Tire Mart's Offer "Call Us Collect"

... and prospects did. Now five years after starting with a single mailer, Tire Mart books \$5 million annually from 6,000 accounts. Orders are closed by 18 salesmen who make all calls by telephone to all parts of nation.

BY ROY BENJAMIN, JR.
Vice-President and Sales Director
Tire Mart National Fleet Service

We are not joining the "Death of a Salesman" brigade (actually, we admire good salesmen). But it is a fact that in four years we have built a multi-million dollar business, without having a salesman make a single face-to-face sale.

We have a staff of salesmen who sell approximately 6,000 active accounts throughout the U.S., but no salesman ever sees his customer.

We deal with a tangible commodity where the average sale is over \$300, yet the merchandise is bought without being seen.

SALES MANAGEMENT



Pocket Addition—

This pocket edition is a welcome pocket *addition*. Its editorial and advertising content, combined with its convenient size, make it a well-traveled and well-read publication . . . in the shop, going to and from work and at home. MODERN MACHINE SHOP's "carry home" convenience earns your advertising extra readership and extra results.

MODERN MACHINE SHOP is the one magazine devoted to practical information for practical men, the "production executives" who really run the plant. Regardless of their titles . . . works managers, master mechanics or foremen . . . these men have an important hand in buying decisions.

With over 40,000 circulation, MODERN MACHINE SHOP reaches *more of the men* who buy or influence buying in *more of the plants* than any other metalworking publication. Also, more advertisers use MODERN MACHINE SHOP than any other monthly or semi-monthly publication.

Put your money where your market is. Send your advertising out in the shop [and home] with MODERN MACHINE SHOP.

Write for New 48-Page FACTS FOLDER
"HIGHWAY TO METALWORKING"



MODERN MACHINE SHOP
 431 Main Street, Cincinnati 2, Ohio



Have You Something to **SELL** to the **OIL** **INDUSTRY**

There's a \$2 billion a year market for equipment and services in the gigantic petroleum industry. Do your products have a place here?

The oil Producing-Pipe Line Industry uses everything from 5c bolts to \$500,000 drilling rigs. Don't overlook the remarkable sales possibilities in this lucrative market.

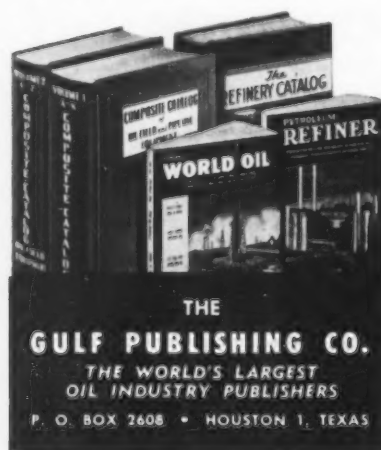
The oil Refining-Natural Gasoline-Petrochemical Industry requires everything from \$1.00 paint to \$1 million processing units. Capacity has increased 51.2% since WORLD WAR II. Just the maintenance expenses in U. S. average \$700,000 daily.

DO YOU HAVE A MARKET IN THE PETROLEUM INDUSTRY?

The world's largest oil industry publishers can tell you if your product has an outlet here. Gulf publications reach more than 90% of the key buying men. Annual Gulf reports give sales help information that spots purchasing power at all job levels.

NEW 1953 Market Data Books are now available . . . one for oil producing, one for oil refining. These valuable sales tools give latest information on how, where and what to sell to these specialized industrial markets. Sales approaches, equipment, services, are described.

Let us help you determine your potential share of oil industry business. Write today on your letterhead for your free copies of these helpful market data books. Address Dept. SM, Gulf Publishing Co., P. O. Box 2608, Houston 1, Texas.



This year we will do approximately \$5 million worth of business, but our customers never visit us and we never visit them.

Here is our program:

We supply truck tires to fleet operators.

Three well-known factories make tires for us.

We bombard the field with direct mail—letters, circulars, surveys, questionnaires.

And then, as a follow-up sales weapon, we use the telephone.

Uncle Sam's mail and Mr. Bell's telephone have helped to make us, in four years, one of the country's largest individual suppliers of truck tires to fleets.

How it Started

It started as a simple idea: sell truck tires by mail. We tacked a fortuitous postscript to the first test mailing: "Call us collect." The telephone rang. We made call-backs. One test led to another and soon, instead of offering tires bought on the open market, we were negotiating with manufacturers for private-brand tires.

Today a complete line of Vanderbilt, Schenuit and National tires are made especially for us. From strategically located factories in Buffalo, Baltimore and Denver, thousands of these tires are shipped weekly to meet our customer demands.

If you were to visit our offices in New York City, Jacksonville or Los Angeles, you would probably first be impressed by the youthfulness of the organization. Average age of our personnel is 28.

Our salesmen, eight in New York City, six in Jacksonville, four in Los Angeles, are, of course, in the front lines of the selling battlefield. But, as with the Army, there must be integrated teamwork and close support for the men in the line.

There are three times as many office workers as salesmen—telephone operators, correspondents, order-processors, credit personnel, file clerks, mail clerks and machine operators. Their job is to keep customers and prospects interested in the program, quickly supplied with information and descriptive material, content with the deliveries and the handling of individual problems, and ever receptive to the salesmen's calls.

The switchboard operators are magicians in the art of handling a multitude of incoming, long-distance calls. File clerks must quickly be able to put their hands on the appropriate file, out of the thousands on

hand, so that there is a minimum of delay in bringing customer and salesman together.

The correspondence division works with the salesmen, follows up each call with required price quotations, descriptive folders and other information required. Order processors take pride in winging an order to the factories 10 minutes after the salesman receives it. Even the credit department, geared for speedy action, is a welcome member of the team. All members of the staff, from the office managers to the newest typists, seem imbued with the spirit of our new, streamlined selling program.

In these offices in New York City, Jacksonville and Los Angeles, you will find unusual sales departments. Each salesman on our staff has his own partitioned office area, in a large, consolidated salesroom. Each salesman is responsible for regular follow-up to approximately 400 customer files, and for special calls to as many as a thousand prospect files. Under this setup, with his telephone, a salesman "travels" 10,000 miles in a single day, calls on widely-scattered accounts. His work area is fitted out with various charts, prices, specifications and other necessary statistics and information. There are giant blackboards at the end of each salesroom to record each sale after the salesman writes it up.

From these three offices we cover the country—and it is saturated coverage. A salesman in New York City might make 20 calls a day, bull's-eyeing the appropriate customer or prospect file first in Maine, then in Indiana, thence back to Massachusetts, West Virginia, Illinois, etc.

What Salesman Says

A typical "call" on a fleet-owner customer, 500 miles away:

"Hello, Mr. Roberts," our salesman says, "This is Joe Johnson of Tire Mart National Fleet Service calling from New York. How are you? Fine. And how's that new terminal you opened last month in Hillsdale? Good. Glad to hear it."

"Mr. Roberts, I have the inquiry you mailed yesterday on those 900 x 20 Vanderbilt lug-tread tires. I want to find out a little more about how you are going to use these tires. On concrete mixers, you say? And over rough terrain? Right. Then the lug-tread is your best bet. But I would recommend a 12-ply tire, instead of the ten, with your heavy equipment."

"May I put you down for a dozen or half a dozen at your special fleet

price of \$70 each, plus tax? Six will do the trick? Fine. And you want me to include the tubes, of course. Good. What about your 825's and 1,000's? Well stocked? Right. Well, these will be delivered to you at Street and will be shipped by the line. I'm repeating the type, size and price to be sure we're in agreement. Of course, you get open-account billing, Mr. Roberts, net 30 days."

Just before he finishes the conversation, the salesman might say:

"By the way, Mr. Roberts, I see from your file that you have 15 trucks which do concrete mixing work and that they use the same type and size. You'll certainly need more rubber shortly. Why not let me reserve another six tires for you, to be shipped in 45 days? We'll notify you a week before delivery and give you a chance to make any changes you want. Fine. Many thanks again, Mr. Roberts, and remember me to your brother, Bill. So long."

Spot the Principles

You can pick out the sound selling principles employed. The pay-off coordination between the mail response and the telephone follow-up can be seen readily. Apparent, too, is the valuable information which a complete file contains on a customer.

Five of the most important selling principles which have guided us in building our business are:

1. Know customers and prospects:

We have over 40,000 separate files in the Tire Mart National Fleet Service offices (and files grow at a rate of over a thousand each month). We know the key man—or men—in each firm, how many trucks they operate, what size tires they use, what their sales and transportation problems are, all about their credit, trade area, expansion plans and accomplishments. Naturally, this information is vital to the salesman in making a long-distance telephone call.

2. Make the sales call a service rather than a solicitation: Most of our calls are made in response to requests for information by our customers or prospects. (These requests are encouraged by Tire Mart through the continuing use of letters, circulars, surveys, questionnaires, service forms, etc.)

3. Plain talk: Because we are telephoning long-distance and must watch the clock and our sales cost budget, Tire Mart salesmen have

for

SALES

APTITUDE

TESTING

Servicing the
United States and Canada

**The KLEIN INSTITUTE FOR
APTITUDE TESTING, INC.**

JACK KLEIN, PRESIDENT

420 Lexington Avenue New York 17, N. Y.
MUrray Hill 3-5171

Sales Techniques Revolutionized with

16mm "Suitcase" Projectors



*Note these Exclusive
Projection Advantages!*

Complete Self Operating Unit—No reels of film to thread—no screen to set up—no sound speaker to engage—all these features are together in the one unit case.

"Flick" It's On—Just plug into any 115 volt electrical outlet, AC or DC, and with a "flick" of its switch the TSI projector is on and running.

Automatic Rewind—Due to exclusive 16mm film magazine—film is automatically rewound—no rethreading necessary—magazine is power driven. It's ready to go after every show.

Daylight Operation—No need to draw shades or draperies. Crystal clear pictures are projected on the self contained screen in any lighted room.

Compact—Model D or H (DeVry or Bell and Howell mechanism)—135 sq. inch screen—only 40 pounds. Easy to carry. Case size—14"x22"x12".

- ★ Forced air cooling.
- ★ Projects sound or silent films.
- ★ Projects black and white or color films.
- ★ Magazine capacity—800 ft. 16mm film—(22 min. sound—32 min. silent).
- ★ Conventional reel arm projection (up to 2000 ft. 16mm film).



Write today for illustrated brochures featuring TSI Suitcase Projectors.



TECHNICAL SERVICE, INCORPORATED
Dept. A-4, 30865 Five Mile Rd.
Livonia, Michigan, U.S.A.

Custom Mfrs. of Electronic and/or Mechanical Equipment

Two Young Men

Tire Mart National Fleet Service, New York, is the brain child of Harold N. Leitman, 35, and Roy Benjamin, Jr., 36, who had been roommates at the University of Florida. They met in 1948 for a casual lunch. Talk turned to an export order of tires which had been cancelled on Leitman. How to dispose of them? Benjamin suggested direct mail. Result: They were in business.

Today Tire Mart employs nearly 100 people.

Leitman, whose family has been in the tire business for a long time, is responsible for factory contact, financing, and general administration.

Benjamin, a graduate of the Columbia School of Journalism, and a syndicate editor-manager, set up telephone sales plan, sparks the direct mail program.

learned to get quickly to the heart of one of the basic laws of selling: "Tell your man, in clear and unequivocal language, exactly how he will be better served by using your product." Our salesmen are pleasant, they are personal when it is proper to be personal (most of our accounts are on a first-name basis), they can joke, ask a customer about his appendicitis operation, or congratulate him on the building of a new terminal. But they do not waste time—ours or the customer's. A customer wants to know price, quality, performance, individualized application, new developments which will save him money or help him run his business more efficiently. Our salesmen have three minutes to get the story across. It is amazing how much sales increase when procrastination and "beating around the bush" are eliminated.

4. Try unique sales approaches:

In battling the giants of the industry, we were forced to accept the fact that we could not set up the same elaborate types of merchandising and distributing programs they have developed. Our only method of direct sales contact—the long-distance telephone—demands versatile selling. We have cut red tape. We accept verbal orders which may amount to thousands of dollars for a single order. And we ship on open account. The customer's word is good; confirmation in quadruplicate can follow the order if the customer wants to furnish it. But if he says, "O. K., Joe, ship 25 of those 1,000 x 20 tires," his order is given to our factory in a few hours. The credit department does a thorough job of checking a new account's credit before allowing a sizable order to go through. We have the "honor-system" adjustment policy. When the customer judges a tire failure to be

the fault of factory workmanship or material, he fills out a form, claiming the amount of credit he thinks he ought to get, based on mileage received. We accept his word—and the policy has paid off. Our adjustments are among the lowest in the industry.

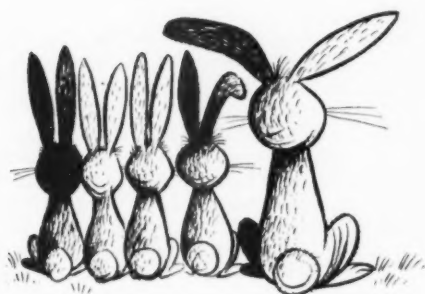
5. Treat a customer as a person:

It is a naive maxim of salesmanship to consider the customer a king. We also like to think of him as friend, neighbor and confident. We like to think that our letters, regularly scheduled to customers, do not contain the "stuffiness" that stifles so many sales letters. Frequent memos from the office and notes from the salesmen tell customers that we are thinking of them. We send tire information and maintenance hints which will increase tire service. For instance, a load and inflation chart is now being distributed. We send a courtesy card which entitles customers to special consideration when they are in the vicinity of our offices in New York City, Jacksonville and Los Angeles. They get birthday presents. They get special gifts when they recommend our service to friends. They get thanked, congratulated, commiserated with—and just plain taken notice of.

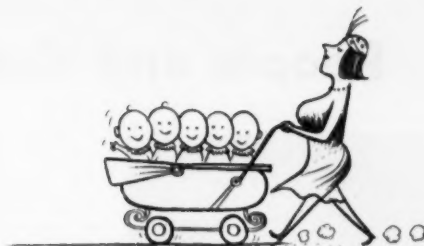
There have been minor crises in building a multi-million dollar business in so short a time, but the future looks good. Our potential is far from realized. Every month we add approximately 200 new accounts to our list.

One of our major concerns is the possibility that "bigness" might make us conservative. Expansion might restrict our methods, success might make us forget the unique approaches that got us where we are today. One thing is certain: The day of the business pioneer is still with us—only more so.

SALES MANAGEMENT



This
is
interest



This
is
ENTHUSIASM!

The **AMERICAN WEEKLY**
creates **ENTHUSIASM***

By presenting features that serve the enthusiasms
of both adults and older children, The American Weekly influences
the basic purchasing unit—the family!

**Enthusiasm is interest raised to a buying pitch!*

People and their Ideas



AUBUCHON

H. F. AuBuchon has been named sales manager of Wyeth Laboratories . . . Firth Sterling Inc., has named **T. G. Barnes** as gsm . . . **Addie Weinerman** is *Family Life's* new promotion director . . . In announcing the promotion of **Caleb A. Shera** to the new post of distributor sales counsellor for The Hallicrafters Co., **Mr. Robert Wilson**, v-p in charge of sales, said: "Our plan is to utilize additional personnel, so that each district manager will have fewer distributors with whom to work. We are relocating the center of each manager's area so that he will be 50 to 100% closer to his distributors and will be able to spend more time with them, their salesmen, and, in particular, their dealers. The over-all objective . . . more concentrated sales effort . . ."



SNYDER

Louis M. Snyder has been appointed director of sales training, Whirlpool Corp.

What People Want—and When

Said **Henry Dreyfuss**, noted industrial designer, to the American Association of Advertising Agencies: "It is indisputable that a measure of the value of both of our services is *sales*. If we designers don't come up with a product that has sales appeal, we have failed our client. If your advertising doesn't expose the product to the world in a manner taking full-est advantage of that sales appeal, then you have failed the client. In both our professions we must develop a keen sense of timing. We must know not only what to sell, but also *when* to sell it. Since both of us so assiduously finger the public pulse, I often think it is fortunate, indeed, that the public is made up of people with two hands."

Sales by Cycles

"... it is important that the manufacturer be interested in the complete cycle of the sale if he desires to maintain a satisfactory flow of his goods that will insure reorders for the purpose of more production. This means that the manufacturer must provide not only the best products and the best advertising, but he must also be interested in the point-of-purchase, and in providing the best ideas . . . promotions and devices to show and control the stock of his product . . . insure less out-of-best-sellers by items, sizes, colors, styles or price lines, etc. If this is not accomplished [part of] the selling cycle will have wasted time, effort and money." **W. L. Stensgaard**, at the Point-of-Purchase Advertising Institute Symposium, Chicago.

We're All Alike?

Alice Thompson, *Seventeen's* publisher said recently: "It's a wide, wide world . . . there's always a reason for mass human behavior—a reason you can understand if you want to understand. Everything you want—food, love, health, home, safety, freedom—is wanted by every other human being within his experience to imagine these things. Everything you fear—death, hunger, being unwanted, the loss of loved ones, no shelter, repression—is feared by every other human being, within his knowledge and experience to fear them."



SCHILLER

Frederick W. Schiller has been named director of therapeutic products, Ortho Pharmaceutical Corp. He started with Ortho as a salesman, won the company's \$50,000-Club ring for an impressive sales record . . . **Ralph H. Sims** has been named to the newly-created post of advertising and sales promotion manager, Crawford Corp. . . . **J. M. McDonald** is the new manager of Chevrolet Chart and Display Department . . . Appointment has been announced of **Charles W. Reinhart** as advertising manager, fluorescent fixtures, Lighting Division, Sylvania Electric Products Inc. . . . **Emil O. Jensen** is now v-p in charge of sales, Roth Rubber Co. . . . **Donald L. McCollum** has been appointed sales-production co-ordination manager, Naugatuck Chemical Division, United States Rubber Co. . . . **Charles D. Meginley** is the new v-p in charge of sales, United Parts Mfg. Co. . . . Named sm, New Jersey Division, Zenith Radio Corporation of New York, is **Richard B. Dreazen**.



SMITH

Paul C. Smith has been elected a v-p of The Crowell-Collier Publishing Co., and will serve in a top-executive capacity.

SALES MANAGEMENT



Gone are the days of FAITH, HOPE, and CHARITY

There was a time when space was bought on sheer faith. The advertiser could only hope his decision was right, and it took a charitable nature to dare even so little.

No more! Today advertisers have access to proof of selling power, such as these 1952 figures: among all Cincinnati dailies, the Times-Star carried 40% of the General Display lineage, 39% of Total Display, 47% of all food lineage, 53% of Hotels and Resorts, 37% of Alcoholic Beverages, 40% of Automotive, 40% of New Passenger Cars, and 42% of Department Stores, to name a handful.

In fact, 1952 was the 45th consecutive year the Cincinnati Times-Star has led in Retail, Department Stores, General, Automotive, Total Display, and Total Advertising.

That, gentlemen, is *proof of salesmanship!*



in cincinnati . . . it's the TIMES-STAR

NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 228 N. LaSalle St.; WEST COAST: John E. Lutz Co., 435 W. Michigan Ave., Chicago 11



BEFORE ILLNESS STRIKES: Life Extension Examiners now make pre-employment tests of prospective salesmen for many concerns with national sales forces . . .

Wanted: Healthier Salesmen

How much illness results in hidden absenteeism, lower sales production, and suppressed concern by your men over their health problems? Now many companies provide free medical examinations. Here is how their plan works.

Sales executives long have recognized the importance of top health in the success of salesmen who live "on the road." More of them are now making sure of the health of their men by giving applicants a thorough physical examination before putting them on the payroll.

The Life Extension Examiners, an association of doctors specializing in health examinations for industry, report that they routinely examine sales applicants for more than 120 corporations, compared with little more than 40 in 1946, and the trend is growing.

Examinations made at the Life Extension Building in New York City, where full laboratory services are maintained, cost the company only \$12 each. Through arrangements with doctors out of town, the Examiners can give their standard, pre-employment examination anywhere in the U. S. for a fee of \$20. The out-of-town doctors affiliated with the Examiners must fill out and send their regular patient history forms, as well as samples of blood, report of urinaly-

sis, and chest X-rays to Life Extension headquarters in New York for evaluation so that the applicant in South Bend or Los Angeles gets the same going over that the applicant in New York enjoys. National corporations appreciate this opportunity to standardize their hiring requirements.

"Salesmen seem to be a fairly healthy group," Dr. Harry J. Johnson, medical director of the Life Extension Examiners comments. "By and large, they are in better shape than the executives who direct them. But this is as it should be considering their lower age and the wear and tear of irregular, long hours, constant travel, and the occupational hazards of over-eating and drinking."

Heart disease and hernias are the main defects for which the Examiners rejected sales applicants. Of 212 men applying for selling positions with an office appliance company, 22 were found unfit for outside sales work, although a number of them were okayed for sedentary occupations. Typical reports:

"Presence of sugar in urine, cannot approve without additional tests."

"Rejected until orthopedic care given."

"Chronic otitis media (discharging ear). Rejected until corrected."

"Recent tonsillitis and may require operation in future."

"Advised that man avoid excessive nervous strain."

"Rheumatic heart disease, approved for sedentary work only."

"Presence of hydrocele on right side. May require treatment in future. Approved."

"Is more than 100 pounds overweight. Will approve only if he places self in hands of physician for reducing routine, as excessive overweight is definite handicap to his future health."

"Hernia in both groins. Rejected until corrected."

"Deformity of right leg and foot. Approved only for work which does not involve prolonged standing or walking."

"Organic heart murmurs and heart enlargement. Approved for sedentary work only."

"History of old back injury. Approved for work involving no lifting of over 30 pounds."

If this group is typical, and there is no reason why it should not be, it is clear that one salesman out of every 10 the company hires is not well enough to do his work safely.

The tenth man may cost the company direct expenses. Poor eyesight, hypertension which may affect vision and coordination, and heart trouble may get him into an accident while driving a company-owned automobile and raise the company's premiums. If he brings an undetected hernia or some other obscure disability to the job, he is likely, sooner or later, to collect a workmen's compensation claim against which the company has no real defense. Managers with some experience in this field warn that a hasty thumping by a company doctor at employment can be worse than no examination at all. Frequently, this cursory going-over legally establishes the employee's previous health so that disabilities which crop up later are automatically regarded as sustained in the course of employment.

"It may be just our bad luck," one sales manager says, "But in the only two instances in which we waived the physical examination in order to get a new salesman into a training class we were stuck with men who would normally have been rejected. In both bases, minor operations were required to put the men in first-class physical condition. We broke our



Ever hear of this best seller?

In 1947, the editors of SUCCESSFUL FARMING compiled "A Better Living from Your Soil"... a 110 page book of SF authoritative articles on soil conservation, fertility increase, and higher crop yields.

Priced at \$1, the book was an instant success...was subsequently revised and reprinted. The current edition, the sixth, has been expanded to 136 pages. Sales have passed the 400,000 mark—and are still climbing!

This best seller appropriately enough is bought by the nation's best farmers!

The post-war revolution in farming has made agriculture the country's most rapidly developing industry...and made a major market with purchasing power of billions...bulging checkbooks, record savings and expenditures.

Today's best farmer is mechanized, has big investments not only in land and modern service buildings, but in every type of machinery and equipment which lightens labor, and increases efficiency.

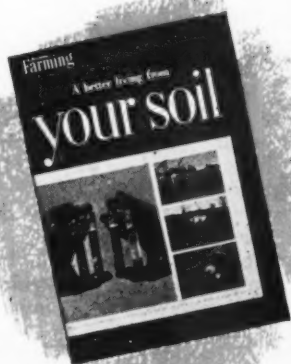
The farm home has kept pace. Farm families are building homes, remodeling

and redecorating, adding new bathrooms and modern kitchens, floor coverings, all the major and small appliances. Farm family living is on a par with the highest suburban standards.

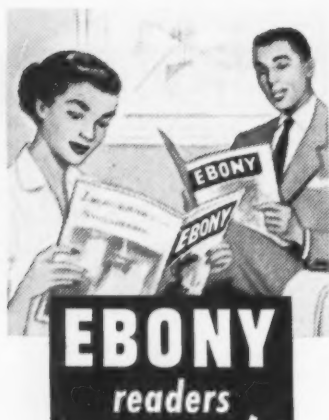
THIS best market is best reached by SUCCESSFUL FARMING, which concentrates 87% of its 1,250,000 circulation in the fifteen agricultural Heart States with the best soil, best brains, highest yields and incomes. The average annual cash farm income of the SF subscriber exceeds \$10,000—64% above US farm average!

With deep penetration, influence based on more than a half century of service...SUCCESSFUL FARMING delivers maximum pressure in this most-missed market where general media give light distribution...is needed to balance any national advertising schedule...get top potential and profit from the national market! Call any SF office for full facts...

MEREDITH PUBLISHING CO., Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



SUCCESSFUL  **FARMING**



*have money to spend
on your products*



Johnson Publishing Co., Inc.
1820 South Michigan Avenue, Chicago, Ill.
New York Office: 55 West 42nd Street
Los Angeles Office: 1127 Wilshire Blvd.

"T" is for Teacher



**and you can have her
rooting on your side**

Much of what teacher says and does in classes and in personal talks with 25,000,000 school kids eventually reaches 10,000,000 homes. And many of her ideas and philosophies are gleaned from the pages of her own State Teachers Magazine.

The advertising message of your product, business, or association in State Teachers Magazines will reach 866,000 regular subscribers. No other medium, regardless of cost, can reach this vast influence group.

You can advertise to one state, a group of states, or the entire country with the 44 State Teachers Magazines. For details, write Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Illinois.

**State
TEACHERS
Magazines**

own rules, so we helped finance those operations, but we've made no exceptions since. We've learned that you can't tell whether a man is healthy by looking at him."

Absenteeism and half-hearted performance is, of course, the most important dollars-and-cents hazard. It is more important in the case of salesmen because they customarily work without supervision. If an office worker is laid up for a day, he telephones his boss and arrangements are made to cover his major obligations. A sales manager, on the other hand, has no way of deploying forces to pinch-hit for a salesman who falls sick in a distant city. Since most people do not like to admit that they are sick, the salesman on the road is tempted to make a few telephone calls from his hotel room when he is not feeling well. His office thinks he has been out pounding the pavements, when in fact he has been laid up on an expense account. Many sales managers feel that the distortion of reports from the field is as troublesome as the cash cost.

Why it's Important

Alert companies that take pains to select their salesmen scientifically are interested in the health of their men because their field men are representing the company in the minds of customers. Their appearance, posture, and general feeling of well- or ill-being is as important as what they say. Good health is important to efficiency in all jobs, of course, but poor health can sap the enthusiasm and self-confidence which is a sales asset in itself.

Pre-employment examinations at company expense for all kinds of jobs are a recent but growing offshoot of the main purpose of the Life Extension Examiners, who have been engaged in preventive medicine for the past 39 years. More than half of the 30,000 health examinations they made last year were paid for by corporations, a majority of them for companies which offer their executives and salaried personnel a periodic, confidential health examination in order to help them spot health difficulties.

Pre-employment examinations were first given to weed out factory workers likely to incur accidents by reason of poor health. In 1946, the Life Extension Examiners gave 2,594 pre-employment examinations. In 1949, the number jumped to 4,164, reflecting 978 candidates for employment by the United Nations. By 1951, the volume of this type of examina-

tion had hit its present rate of more than 8,000 a year.

All these candidates are not headed for sales jobs, although a large number of them are "outside men" for whom a high standard of health is necessary. Many of them are men who seek employment with construction companies that invest in them travel time to jobs outside the U. S., and that are interested in cutting the expense of returning unsatisfactory personnel. For this purpose, the Life Extension Examiners have extensively used gastro-intestinal studies designed to detect proneness to ulcer as an index of emotional stability, which run the cost of the examinations up to more than \$75 a candidate. The Examiners believe that the G.I. tests may be worthwhile to employers who invest unusually large amounts of money in training specialized salesmen for jobs which carry excessive nervous strain.

The proportion of salesmen, however, is creeping up. Continental Can Co., Inc., started its pre-employment examination program in 1947 for salesmen only. Results were so satisfactory that the company has since applied the procedure to all new personnel and established a program of periodic examinations for executives on the payroll. The Reuben H. Donnelly Co., started examinations for women applicants for space selling jobs in 1951 and has since extended the service.

Ediphone Typical User

The Ediphone Division of Thomas A. Edison, Inc., is a typical user. "We revamped our entire sales selection and training program five years ago with the advice of a consultant," Austin Cunningham, Director of Marketing explains. "We put in intelligence tests, mental alertness tests, a series of screening interviews, and an intensive two-week training school at the home office headquarters where Thomas Edison once worked. Physical examinations were part of the package and we feel they are an important part. They tend to give our new men the feeling that we take them seriously. The whole program has kept turnover low through good times and bad."

Weeding out the potentially sick, these companies feel, is only the first objective. Of far more lasting importance is the health-consciousness which an examination inspires, and the feeling the program creates that the company is genuinely interested in the welfare of its employees.

SALES MANAGEMENT



How Delta airFREIGHT helped Gardeners *Get the Jump on Spring!*



B.B. Brown, Owner and Operator W.G. Farrier Company, Omaha, Texas



General Offices:
Atlanta, Georgia



All Delta flights carry AirFREIGHT



"SEARS-ROEBUCK chose our nursery" says Mr. Brown, "to supply the vegetable plant seedlings that folks all over the U.S. order from Sears catalogs. The hardy, heavy-bearing plants our seedlings produce for Sears' customers are a tribute to good plant stock, careful planting in fertile ground, and incubation by our wonder-working Texas sun. Just as important, transplanting time is minimized by the fast AirFREIGHT-Consolidated Parcel Post plan worked out for us by our Delta AirFREIGHT representative.

Consolidation—How It Works

Sears Southeastern District forwards thousands of customer orders direct to the Farrier company each spring. In filling these orders, plants are packed in corrugated cartons, then addressed to the customer, stamped, and pre-postmarked for mailing from Atlanta. A day's order of several hundred parcels is "consolidated" in sacks and flown to Atlanta via Delta AirFREIGHT. Delta personnel delivers the sacks to the Atlanta Post Office and the individual packages continue on their way to Atlanta Postal Zones 1, 2, and 3 as parcel post.

Result

Consolidation enables the Farrier company to reach nation-wide markets that would otherwise be unavailable, and at the same time cut in-transit time by 3-6 days.

CONSOLIDATION SAVINGS FOR YOU

Consolidation is saving time and money in many fields. To determine whether freight consolidation can effect savings for you, contact your local Delta office or AirFREIGHT Dept., Delta Air Lines, Atlanta, Georgia. No obligation, of course.



how to give your salesmen more **golden**

The most profitable hours a salesman has are the hours he spends with prospects *after* they have decided that his product may be the one they're looking for, and want to know more about it.

To increase the number of these profitable hours, many industrial marketers are using the standard tools of selling in a way that makes each tool more effective.

First they make sure they cover every worthwhile prospect with a good catalog. They make sure each catalog is kept *instantly accessible* in the buyer's office so that it will surely be found when needed.

hours with interested prospects

Then these industrial marketers use another sales tool, *advertising*, to seek out "ready" prospects and direct them to the catalog already anchored in their offices.

This simple *coordination* of selling tools makes it easier for more prospects to reach the point where they are ready to call in your salesman and say in effect, "Tell me more."

Today, 1,480 manufacturers are using Sweet's facilities to get their catalogs anchored at the elbow of their best prospects; step one in the development of *more* golden opportunities for your salesmen.



FREE: Pocket-size booklet, "How to Improve Marketing Efficiency through Improved Catalog Procedure."
Write Dept. 4, Sweet's Catalog Service,
119 West 40th Street, New York 18, New York.



Sweet's Catalog Service

Division of F. W. Dodge Corporation

Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

119 WEST 40TH STREET, NEW YORK 18, NEW YORK

Boston Buffalo Chicago Cincinnati Cleveland Detroit Los Angeles Philadelphia Pittsburgh St. Louis San Francisco

When the Dealer Declares: "...But I Make More Money On a Private Brand!"

To counter this common objection effectively, salesmen need facts and fact-analysis. Here's a case history of the way Cluett, Peabody developed and presented a profit story that altered many a dealer's attitude toward Arrow.

BY JEROME ENTIS
Senior Associate, Russell W. Allen Co., Inc.

"Not interested," says the retailer. "I make more money on a private brand."

Unusual case? Not any longer. More and more retailers are taking up the cudgel. They know that their profits stem from their private brand operations—not from national brands "which are subject to rigid markups and competition with the 'cut-price' operator down the street."

In the face of statements such as this, what can a salesman reply? It is difficult to tell the retailer that he does not know what he is talking about, that he lacks understanding of his own operation. Yet that is often the case. Although many retailers are "figure-wise," it is not unusual for certain figures to be misunderstood and misapplied.

An example of this misapplication is often evident in considering the profitability of a specific line or product within a department. Most retail store records are set up to reflect total department results, without sub-dividing them into classifications and products. Thus, the profitable product is "tarred with the same brush" as the loss-product which serves to drag the total department profit down to a lower average.

When an attempt is made to break down total department profit by classification or product, the profitability of a product is likely to be established on the basis of its initial markup alone, rather than on its initial mark-

up in relation to its markdowns, turnover, dollar sales per square foot, advertising and selling costs.

Thus, when a retailer says that he "makes more money on a private brand," he means, more often than not, that his initial markup on the private brand is several percentage points higher than on the nationally advertised product. He does not consider the fact that it probably costs him more to sell the private brand than to sell the national brand. Possible higher markdowns and higher advertising expenditures, among other factors, needed to sell the private brand may be sufficient to wipe out the initial advantage of markup.

Dealers' Blind Spots

He tends to ignore the probability that the higher degree of acceptance of the nationally advertised brand, both by consumer and salesperson, will be reflected in more repeat business. The nationally advertised brand usually results in a higher average dollar transaction value than does the private brand.

I do not mean to infer that all national brands are more profitable to the retailer than private brands. Neither will I accept the generality that it is the private brand which is, in all cases, the one to show the greatest profit.

After all the claims and counter-



THIS POOR GUY IS
CAUGHT IN THE SQUEEZE!

1. "POOR GUY" is the dealer, of course. His costs are going up, his profit margin is shrinking. This is the cover of the Cluett, Peabody promotional presentation book.

claims, *how* do you know which is the more profitable? The answer will vary with the type of retailer and product, but research into all the factors affecting profit is mandatory *before* a final opinion can be voiced.

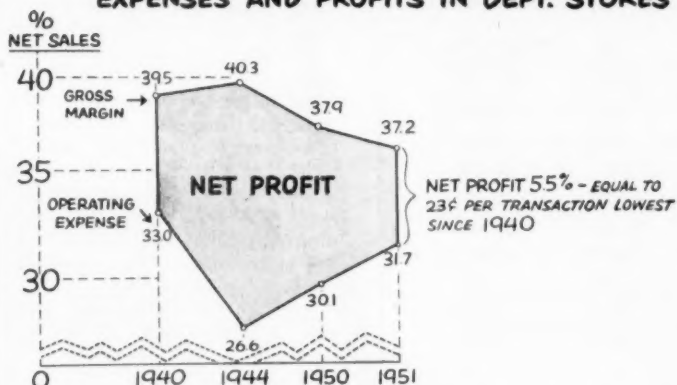
One of our oldest clients is Cluett, Peabody & Co., Inc., manufacturer of the Arrow brand of men's shirts and furnishings.

Our original contact with Cluett, Peabody in 1939, came about in an interesting way. At that time our company was engaged principally in working for, and in, some of the largest department stores in the U.S. We conducted system studies and retail engineering analyses for these stores, to help them to make their operations more efficient and profitable.

The president of one of our large-volume client stores, approached us with a problem. His shirt operation had been dominated by private brands. He seriously considered the advisability of featuring the Arrow line. He wanted to know, "Should I do this? If so, why?" This posed an intriguing question for us, too. Up to that time, we had not engaged in specific product profitability studies. Few others had either. The problems were new and the techniques largely unsolved.

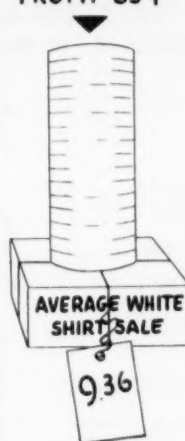
We agreed that we would try to come up with some facts which would enable our client to make a final decision. Our first step was to go into the store and talk to the people directly concerned with the shirt operation—the merchandise manager and the buyer. To our surprise, we learned that there were no records

TYPICAL MEN'S FURNISHINGS GROSS MARGIN EXPENSES AND PROFITS IN DEPT. STORES



2. WHERE THE DEALER STANDS TODAY: This simple visualization of the up's and down's of net profit in the men's furnishings business since 1940 becomes the take-off for the story on why it pays to push a well-known national brand, rather than a private brand. Next step is to find out if dealer is pushing his real profit-makers.

PROFIT 83¢

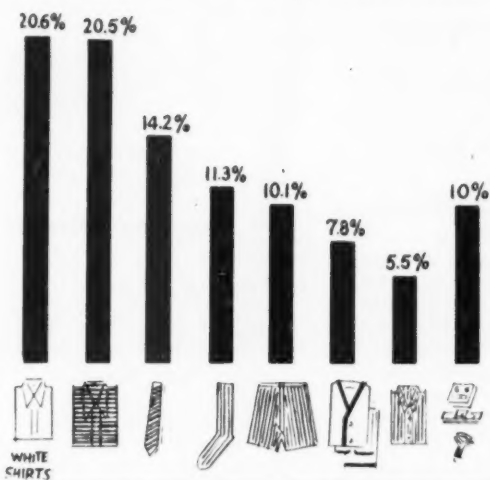


PROFIT 23¢



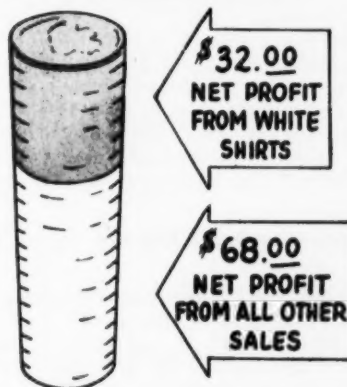
3. LET'S GO ON: What merchandise is profitable to the dealer? Answer: white shirts. Average white shirt sale produces an 83¢ profit, against 23¢ profit for average men's wear sale.

1951 SALES by CLASSIFICATIONS



4. FURTHERMORE . . . one out of every five dollars of men's furnishings sales comes from white shirts. More important, shirts—whites, "fancies," and sport shirts—account for 46.6% of furnishings volume.

CONTRIBUTION OF WHITE SHIRTS TO \$100 WORTH OF TYPICAL MEN'S FURNISHINGS PROFIT



5. SO WHAT? So out of every \$100 of net profit from the average men's furnishings operation, \$32 comes from white shirts alone. Figures are basis of Cluett, Peabody appeal.

which would show whether or not the shirt operation, as it then stood, was profitable. The operation was buried in the statistical picture of the men's furnishings department as a whole.

We began to ask questions. Answers were forthcoming for some of them. For others, we had to get into the controller's records, sales checks, invoices, returns, etc., and dig for information. It soon became obvious that, though the shirt operation was a high-volume operation, it was not turning in the amount of profit which might be expected. We then set up the same volume to reflect a hypothetical department in which the

Arrow shirt brand had become the leading volume producer.

Among other things, it showed that it was a fallacy to pre-judge the final profit of a product solely on the basis of its initial markon. It was true that the private brand shirt afforded the store that higher initial markon for which it was looking. However, that extra margin was quickly dissipated as a result of higher markdowns than those of the nationally advertised brand, and by the necessity for expending more advertising dollars to sell the private brand than was necessary to sell the national brand.

In addition, stock investment re-

quirements were much heavier to support the private brand, inasmuch as the national brand pulled more repeat business and thus operated with a much higher stock turnover. Contributing to this low turnover, also, was the fact that larger stock commitments had to be made for private-brand shirts in order to have them produced at a cost comparable or lower than the national brand shirt.

The president of this store found this analysis to be very provocative. He decided to go along with it, and changed the merchandising emphasis in his department. He set up a complete Arrow shop. The forecasts were

A \$1,000 Investment in

1. Arrow Whites 2. All Whites 3. Private-Brand Whites

	Arrow Whites	All Whites	Private-Brand Whites
Investment	\$1,000	\$1,000	\$1,000
Initial markup	40%	40%	45%
Markdowns	1.4%	3.7%	7.7%
Gross margin*	40.3%	38.8%	41.9%
Operating expense	28.5%	30.0%	32.0%
Retail value	\$1,627	\$1,584	\$1,670
Single Turn profit	\$192	\$138	\$162
Turnover	6.2	4.1	3.1
NET PROFIT	\$1,190	\$565	\$500
NET PROFIT % TO SALES	11.8%	8.8%	9.9%

* After other reductions, shrinkage, discounts, workroom costs.

What the figures mean: Same investment, Arrow initial markon 5% lower than private brand; Arrow annual dollar profit nearly 2½ times greater than private brand profit.

borne out. One year later, the president of the store told us that that year had seen the most successful shirt operation, volume- and profit-wise, in his store's history.

Results of this study were reported to the president of Cluett, Peabody, by our client store. He became interested in the potential value of extending this type of service to other Arrow accounts. Such action was taken.

Stores Give Fresh Figures

Early last year, Cluett, Peabody felt that, in the light of today's competitive sales economy, it was again faced with the necessity for proving that a store could make more profit with the Arrow line than it could make with a similar private brand line. It was becoming fashionable for retail shirt operations to feature private brands, to the detriment of nationally advertised branded merchandise.

Cluett, Peabody felt this was a trend which reflected, again, a misconception on the part of men's furnishings retailers of what made for profit. It was also convinced that this trend, if allowed to continue unchecked, would eventually injure the retailer, as well as the manufacturer of national brands. It commissioned us to determine for it, and for its retailers, the current picture concerning the factors which affect the profit contribution afforded the typical store by the Arrow White Shirt line as compared with private brand white shirts.

First step was to interest a group of typical stores, distributed throughout the U.S. in the potential benefits which might result if they cooperated in making this study. Any information obtained in individual stores was to be coded. There would be no identification of an individual store with the information derived from its records. In addition, as participating stores, each would receive a written report on completion of the study, which would afford it an opportunity to compare its operation with those of other stores in the survey group.

At first it was discouraging, because store after store could not supply authentic information about markdowns or turnover, or anything else that influences the real profitability of white shirts in total or by brands. But, we found some stores that were able to give us the information we wanted.

Here are some facts we obtained from individual stores:

Turnover

Arrow Whites	All Whites
6.5%	4.0%
6.0	5.0
6.0	3.5
6.8	3.8
4.9	3.5

Markdowns

Arrow Whites	All Whites
1.4%	3.1%
1.1	2.8
2.5	4.0
2.0	3.0
1.0	4.0

Every dealer emphasized that Ar-

row took the least time to sell and produced the highest sales per square foot.

The table reproduced on this page shows graphically what we discovered after all reports were in and analyzed.

We knew we had a convincing and powerful story. The question was: How to get the most out of it?

It has been our experience that there are few salesmen who have more than a brief knowledge of retail accounting. Usually, it isn't necessary. But, if you want to talk about profits in any but a very general way, you should know how to speak the retailer's profit language.

Recognition of this fact seemed to call for indoctrination of the Arrow sales staff into the intricacies of retail arithmetic.

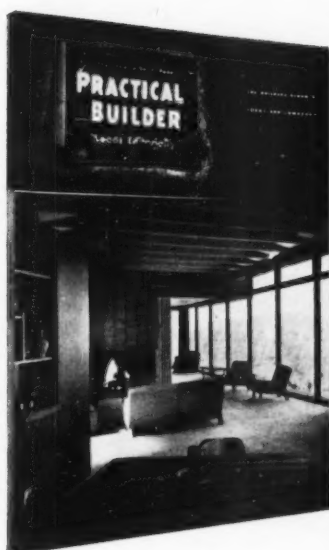
A program along these lines was adopted. To supplement it, Cluett, Peabody and its advertising agency, Young & Rubicam, Inc., produced a booklet titled, "This Poor Guy Is Caught in the Squeeze," which, of course, referred to the increasing squeeze on profits caused by diminishing gross margins and rising operating expenses. The booklet established the importance of all-white shirts to the total men's furnishings operation, then went on to demonstrate how important Arrow shirts, as a national brand, were to the profit performance of white shirts.

Basic Data Needed

This was talking the retailer's language. Arrow salesmen had a definite leg-up on competition. They had an answer to the dealer who says: "But I make more money on a private brand!"

This technique is not restricted to one product or group of products. Similar facts have been developed with respect to the Simmons line (Beautyrest mattresses), and Pyrex cooking ware. Though the techniques may vary, the objective is substantially the same and the information is available. There is no reason for a national brand manufacturer, if he is faced with this problem, to feel that he has to sit back and accept his fate. The true profitability of his line compared with private brands can be determined. Once established, it constitutes one of the strongest selling points which can be made available to the sales staff of any nationally branded item.

Briefly, if a manufacturer wants to attempt a study for his product along these lines, he should obtain the following facts. Some of these will be readily available. Others will require time, patience and ingenuity in order



Says "Bill" Atkinson, Big Builder of Midwest City, Oklahoma, ex-president NAHB: "It must be gratifying to Practical Builder as it is to me to see 'Its Operation—Trade Secrets' (to which we both gave birth) grow into such an important and worthwhile activity. You have done an outstanding job in broadcasting this information in a practical and ready-for-use manner."

It was the great Thoreau who said: "Any fool can make a rule . . . and every fool will mind it."

The smart publisher sticks fast to fundamentals but makes rules only to break them. Take, for instance,

practical builder. *It has pioneered one idea after another that was off the beaten path but turned out to be the right profit-road. The net result is two results: 1) PB offers readers a down-to-earth, money-making editorial program they find nowhere else. 2) PB offers advertisers the largest contractor-builder buying power you can get in any medium, and at lowest cost.*



**... of the light
construction industry**

IN AKRON

PEPSODENT TOOTH PASTE'S

consistent ads in
The Beacon
Journal are
reaching . . .

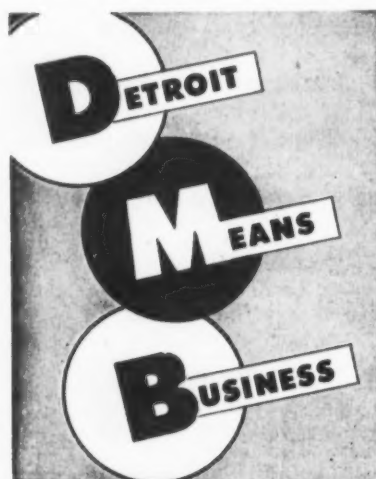
99.5%

OF THE HOMES

There's no other
medium or
combination of
media that offers
so much for
so little.

Akron

BEACON JOURNAL



D **DETROIT**

M **MEANS**

B **BUSINESS**

For factual information on the
Detroit Market—write to the Pro-
motional and Research Depart-
ment.

457,930 Weekdays
559,134 Sundays

Highest weekday and Sunday circulation of
any Michigan newspaper, exclusive of pro-
duces.

A.B.C. figures for 6-month period
ending September 30, 1952

The Detroit News
THE HOME NEWSPAPER

The Author:

The Russell W. Allen Co., Inc., is a consulting organization that serves business in such areas as product profitability studies, fixture design, store planning and layout, retail sales techniques, product merchandising and package design.

The author of this article is an Allen senior associate. He joined the company in 1952. Earlier he was affiliated with R. H. Macy & Co., Inc., as rug buyer; before that, as general merchandise manager of Macy's Jamaica branch store. His experience also includes



ENTIS

executive posts with Gimbel Bros., Inc., New York City, and a year as assistant to the president of Doeskin Products, Inc., manufacturers of paper products.

to isolate them from the total departmental statistics of typical stores:

1. Net sales
2. Cost of merchandise
3. Cash discount
4. Workroom cost
5. Markdowns
6. Stock shortage
7. Cumulative markon %
8. Gross margin
9. Number of transactions
10. Average gross sale
11. Transactions per sq. ft. of selling space
12. % sales per sq. ft. of selling space
13. Profit per sq. ft. of selling space
14. Returns % of gross sales
15. Selling area % of total store selling area

16. Average inventory
17. Stock turns
18. Publicity expense
19. Selling expense
20. Delivery expense
21. Administrative expense
22. Occupancy expense
23. Buying expense

Figures for the above factors are raw. From them, calculations have to be made to determine final profitability of the product or line. Among other things which must be considered are merchandise display in the department, caliber of sales training, enthusiasm of sales personnel for the merchandise, and degree of maintenance of a complete assortment in a store.

Coming Soon

How Half a Dozen Companies Handle
Split-Commission Problems

Eight Common Questions People Ask
About Take-It-to-Your-Dealer Coupons

39% of total Michigan retail sales are in the 8 Booth Michigan Newspaper Markets!

(1952 Sales Management Survey of Buying Power)

Ask your Booth man for specific information helpful on your current schedules. Use phone numbers below.

• MUSKEGON

SAGINAW

• BAY CITY

• GRAND RAPIDS

• FLINT

KALAMAZOO

• ANN ARBOR
JACKSON

FOR NEW MARKET FOLDER CALL NEAREST BOOTH OFFICE—A. H. Kuch, 110 E. 42nd Street, New York 17, New York, Murray Hill 6-7232 The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Superior 7-4680

8
BOOTH *Michigan* **NEWSPAPERS**

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

ADVERTISERS IN "U.S. NEWS & WORLD REPORT"—TEN YEARS OR MORE

Aluminum Company of America	Firestone Tire & Rubber Company	National City Bank of New York
American Credit Indemnity Company	Ford Motor Company	National Distillers Products Corporation
American Cyanamid Company	Fruehauf Trailer Company	Norfolk & Western Railway Company
American Telephone & Telegraph Company	General Electric Company	North Carolina Department of Conservation and Industrial Development
BELL TELEPHONE SYSTEM	General Motors Corporation	Pacific Gas & Electric Company
WESTERN ELECTRIC COMPANY, INC.	CADILLAC MOTOR CAR DIVISION	Pennsylvania, Commonwealth of
Armco Steel Corporation	CHEVROLET DIVISION	Pennsylvania Railroad Company
Association of American Railroads	GENERAL MOTORS CORPORATION	Pullman Company, The
Atchison, Topeka & Santa Fe Railroad	PONTIAC PASSENGER CARS DIVISION	Radio Corporation of America
Bethlehem Steel Corporation	Glenmore Distilleries Company	Remington Rand, Inc.
Borden Company, The	Goodrich, B. F., Company, The	Reynolds, R. J., Tobacco Company
Burroughs Adding Machine Company	Goodyear Tire & Rubber Company	Schenley Industries, Inc.
BELL & HOWELL DIVISION	Gulf Oil Corporation	Schiffelin & Company
BURROUGHS ADDING MACHINE COMPANY	International Business Machines Corporation	Southern Railway Company
Chicago, Burlington & Quincy Railroad Company	International Harvester Company	Statler Hotels Company, Inc.
Chicago, Milwaukee, St. Paul & Pacific Railroad	International Nickel Company	Texas Company, The
Chrysler Corporation	International Telephone & Telegraph Corp.	Timken Roller Bearing Company
CHRYSLER CORPORATION	Kimberly-Clark Corporation	Union Carbide & Carbon Corp.
DODGE DIVISION	Libbey-Owens-Ford Glass Company	Union Oil Company of California
Cities Service Company	Liggett & Myers Tobacco Company	Union Pacific Railroad Company
Columbia Gas System, Inc.	Merriam, G. & C., Company	United States Brewers Foundation, Inc.
Commercial Credit Company	Merrill Lynch, Pierce, Fenner & Beane	United States Steel Corporation
Dick, A. B., Company	Metropolitan Life Insurance Company	CYCLONE FENCE DEPARTMENT
Dictaphone Corporation	Monsanto Chemical Company	U. S. STEEL CORPORATION
Ditto, Incorporated	Morgan, Stanley & Company	Warner & Swasey Company
Eastman Kodak Company	National Cash Register Company	Westinghouse Electric Corporation
Erie Railroad Company		
Fairbanks Morse & Company		

NINE-YEAR ADVERTISERS IN "U.S. NEWS & WORLD REPORT"

American Surety Company of New York	Chrysler Corporation	National Coal Association
Baltimore & Ohio Railroad	PLYMOUTH DIVISION	Oakland, California, Metropolitan Area Committee
Bankers Trust Company	Dow Chemical Company	Parker House Hotel
Boeing Airplane Company	Felt & Tarrant Manufacturing Company	Revere Copper & Brass, Inc.
Borg-Warner Corporation	Halsey, Stuart & Company, Inc.	Reynolds Metals Company
Chase National Bank of New York City	Lee Rubber & Tire Corporation	Travelers Insurance Company

EIGHT-YEAR ADVERTISERS IN "U.S. NEWS & WORLD REPORT"

Atlas Corporation	Employers Mutual Liability Insurance Company	Maine Development Commission
Bank of America, National Trust & Savings Ass'n	Gaylord Container Corporation	Missouri Pacific Lines
Brown-Forman Distillers Corporation	General Motors Corporation	New York State Department of Commerce
Capper Publications, Inc.	OLDSMOBILE DIVISION	San Jose, California, Chamber of Commerce
Electric Light & Power Companies Advertising Program	Hardware Mutuals	United Gas Corporation
	Iowa Development Commission	

NOW MORE THAN **600,000** NET PAID

SEVEN-YEAR ADVERTISERS IN "U.S. NEWS & WORLD REPORT"

Aetna Insurance Group	General Motors Corporation ELECTRO-MOTIVE DIVISION	Mississippi Agricultural & Industrial Board
Anaconda Copper Mining Company	Home Insurance Company, The	Owens-Corning Fiberglas Corporation
Chris-Craft Corporation	Journal of Commerce of New York, The	Packard Motor Car Company
Consolidated Vultee Aircraft Corporation	Lockheed Aircraft Corporation	Republic Steel Corporation
Coxhead, Ralph C., Corporation	Massachusetts Development & Industrial Commission	Standard Brands, Inc.
First Boston Corporation	Minneapolis & St. Louis Railway	United Air Lines, Inc.
		Wabash Railroad Company

SIX-YEAR ADVERTISERS IN "U.S. NEWS & WORLD REPORT"

American Motorists Insurance Company	Garrett Corporation	National Steel Corporation
Autopoint Company	General Motors Corporation NEW DEPARTURE DIVISION	Norton Company
Battle Creek Equipment Company	Harter Corporation	Realty Hotels, Inc.
Beech Aircraft Corporation	Harvey, H., & Company, Ltd.	Schine Hotels
Celanese Corporation of America	Jones & Lamson Machine Company	Smith, Barney & Company
Chrysler Corporation AIRTEMP DIVISION	Meredith Publishing Company	Sun Oil Company
Continental Motors Corporation	Missouri Division of Resources & Development	Timken-Detroit Axle Company, The
Fairchild Engine & Airplane Corporation	Nash-Kelvinator Corporation	Toro Manufacturing Corporation
		Twin Disc Clutch Company

FIVE-YEAR ADVERTISERS IN "U.S. NEWS & WORLD REPORT"

Allegheny Ludlum Steel Corporation	Diebold, Incorporated	Middle South
Allis-Chalmers Manufacturing Company	Essex House	Monroe Calculating Machine Company, Inc.
American Photocopy Equipment Company	Florida, State of	Murine Company, Inc., The
American Trucking Associations, Inc.	General Motors Corporation DIESEL ENGINE DIVISION	Musser Forests, Inc.
Butler Manufacturing Company	HYATT ROLLER BEARING DIVISION	Standard Pressed Steel Company
Coca Cola Company, The	Glidden Company, The	Texas & Pacific Railway Company
Colorado, State of	Globe Automatic Sprinkler Company	Western Union Telegraph Company
Curtis Publishing Company	Hilton Hotels Corporation	White Motor Company, The
	Inclinor Company of America	Yale & Towne Manufacturing Company
	Marsh & McLennan, Inc.	

As listed by Publishers Information Bureau.

*More and more new advertisers are discovering
the selling power of "U. S. News & World Report"—*

**THESE ADVERTISERS HAVE KNOWN
IT FOR YEARS!**



Advertising Offices:
30 ROCKEFELLER PLAZA,
NEW YORK 20, N. Y.
BOSTON • PHILADELPHIA
CLEVELAND • DETROIT
CHICAGO • ST. LOUIS
SAN FRANCISCO
WASHINGTON

CIRCULATION

Want New Business Census? Here's Why It's Up to You

There will be *no* Census of Business, Transportation, Manufactures or Mineral Industries taken in 1954 (covering the calendar year 1953)—or only a rigidly curtailed and inadequate one—unless businessmen demand it.

By law it is mandatory that the Director of the Bureau of the Census "take, compile and publish" such a census, but as Representative Cliff Cleveland (Rep., Ohio) said very frankly at a recent hearing, "That is the authorizing legislation, but we still do not have to give them the money."

Do you *want* a Census of Business every five years as authorized by Congress? Heretofore, such censuses have been conducted, on the average, at 10-year intervals (1929-1939-1948).

If you do want one, if you feel that bench-mark statistics, even though two years old at time of publication, are nevertheless valuable in

evaluating local markets, then you should inform your Representatives in Congress that such information is valuable to you, used by you.

The present Congress is economy-minded, which is all to the good. Cuts should be made in Federal spending, but the \$64 question is, "*where?*"

What the new heads of the Department of Commerce—and the Senators and Congressmen—wish to know is this: Are the censuses of Business *essential*? Should they be eliminated? Should they be conducted only once a decade?

SM merely poses the fundamental questions, without suggesting what your reaction should be.

If you want a full-fledged census, then take the trouble to tell at least one of your Representatives *why* it is important, *how* you use it.

Write your Congressman, or write your Senators. Address: House Office Building, Washington 25, D.C.



FRUSTRATED FRANK . . . The Defeatist Duck

lacks confidence in himself and his product. This feeling of inferiority causes him to waste time calling on the "wrong man."

© 1953 William G. Damroth & Co.

Electrical Equipment Advertisers in BUSINESS WEEK

The Adams & Westlake Co.
Allen-Bradley Co.
Allis-Chalmers Manufacturing Co.
The Louis Allis Co.
American Bosch Corp.
American Machine & Foundry Co.
American Telephone & Telegraph Co.
(Western Electric Co.)
Anaconda Copper Mining Co.
Appleton Electric Co.
Applied Research Laboratories
Automatic Electric Co.
(Automatic Electric Sales Corp.)
Belden Manufacturing Co.
Bendix Aviation Corp.
David Bogen Co., Inc.
Borg-Warner Corp.
Breuer Electric Manufacturing Co.
Brown Boveri Corp.
Century Electric Co.
Collins Radio Co.
Consolidated Engineering Corp.
The Crescent Co., Inc.
Cutler-Hammer, Inc.
Daco Machine & Tool Co.
Dumore Co.
Eberhardt-Denver Co.
Thomas A. Edison, Inc.
Electric Equipment Co.
Electric Products Co.
Electric Storage Battery Co.
The Emerson Electric Manufacturing Co.
Executone, Inc.
Federal Electric Products Co.
Federal Products Corp.
Fenwal, Inc.
General Cable Corp.
General Controls Co.
General Electric Co.
General Time Corp.
Gerity-Michigan Corp.
Graybar Electric Co., Inc.
Hallicrafters Co.
Harnischfeger Corp. (Electric Arc Welding)
Hewlett-Packard Co.
The Hoover Co. (Kingston-Conley Div.)
Howell Electric Motors Co.
International Business Machines Corp.
(IBM Electric Time Systems)
Jack & Heintz, Inc.
Johnson Service Co.
Kennecott Copper Co.
(Chase Brass & Copper Co., Inc.)
Lamb Electric Co.
Leeds & Northrup Co.
The Lincoln Electric Co.
P. R. Mallory & Co., Inc.
Metals & Controls Corp. (Spencer Thermostat Div.)
Minneapolis-Honeywell Regulator Co.
Motorola, Inc.
National Electric Products
The Ohio Electric Manufacturing Co.
The Ohio Electric Co.
D. W. Onan & Sons, Inc.
H. K. Porter Co., Inc. (Delta-Star Electric Co.)
Patterson & Brumfield Manufacturing Co.
Radio Corp. of America
Rauland-Borg Corp.
Raytheon Manufacturing Co.
Reeves Pulley Co.
Reliance Electric & Engineering Co.
Reuland Electric Co.
Robbins & Myers, Inc.
John A. Roebeling's Sons Co.
Rome Cable Corp.
Sciaky Brothers, Inc.
The Sperry Corp.
(Sperry Gyroscope Co., Inc.)
(Wheeler Insulated Wire Co., Inc.)
Sylvania Electric Products, Inc.
Taylor Instrument Cos.
Trumbull Electric Mfg. Co. (General Electric Co.)
U. S. Electric Motors
The Udyllite Corp.
Union Carbide & Carbon Corp.
United Manufacturing & Service Co.
Vocaine Co. of America, Inc.
Wagner Electric Corp.
Ward Leonard Electric Co.
Webster Electric Co.
Westinghouse Electric Corp.
Weston Electrical Instrument Corp.
Whiting Corp.

Source: Publishers Information Bureau Analysts,
January-December, 1952

BUSINESS WEEK
330 WEST 42nd ST., N.Y. 36

SALES MANAGEMENT



Gem courtesy Amber Guild Ltd., N.Y.

The Greeks had a word—

Amber—the fossilized resin found on the shores of the Baltic Sea—was named “elektron” by the early Greeks who noted its ability to acquire a charge of negative electricity when rubbed on cloth. From this humble origin has emerged today’s gigantic electrical industry—serving the needs of mankind throughout the world.

Leaders in the development and manufacture of electrical equipment have found that one of the most effective means of reaching their major markets with their sales message is through consistent advertising in Business Week.

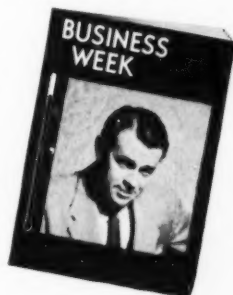
They know that Business Week is edited for a highly concentrated audience of Management Men. These are the key executives who make or influence buying decisions for their firms. They comprise a major market for goods and services used by business and industry...including electrical equipment. They are interested in new methods, new installations that will help to produce more goods, at less cost.

RESULT: Business Week for many years has carried more pages of electrical equipment advertising than any other general business or news magazine...because these advertisers know—

YOU ADVERTISE IN BUSINESS WEEK WHEN
YOU WANT TO INFLUENCE MANAGEMENT MEN

BUSINESS WEEK

330 WEST 42ND STREET, NEW YORK 36, N. Y.



A MCGRAW-HILL PUBLICATION

← See list of Electrical
Equipment Advertisers
on opposite page.

How BIG is the LIFE market?

The market LIFE reaches with a single issue (11,880,000 households*) is big enough, all by itself, to consume the entire yearly production of most brands, many manufacturers, many entire industries.

**From A Study of the Household Accumulative Audience of LIFE (1952), by Alfred Politz Research, Inc.*



For example, in silverware:

If, this year, the makers of sterling silver flatware were to sell one place setting to only half the households reached by a single issue of LIFE, sales to this group alone would far exceed the total 1951 sales of the entire industry.



For example, in watches:

If, this year, just one watch at \$30 were bought in each of the households reached by a single issue of LIFE, sales to this group alone would exceed the estimated total retail watch sales in the entire U. S. for 1952.

Manufacturers in the jewelry field recognize the bigness of the LIFE market. In 1952, LIFE led all other magazines in advertising revenue in the Jewelry, Optical Goods, and Camera classifications.**

Retailers, interested only in local markets, know LIFE's impact in their trading areas . . . and use

it to their profit. 250 leading jewelry stores have put time, effort and money into storewide promotions of products advertised in LIFE. In 1952, LIFE tie-ins in jewelry store newspaper advertising were *three times* as numerous as the next seven magazines combined.

**Source: P. I. B. gross figures.

LIFE

The leader in creating mass potential in the jewelry field

They're Creating TV Copy On Plant Assembly Lines

There's a swing to nuts-and-bolts advertising on TV. Tests indicate that product quality gets across when you show how your product line is developed and manufactured.

Herb Shriner, NBC's lackadaisical property, keeps on file a gag that pokes fun at the advertising textbook warning—steer clear of “nuts-and-bolts” advertising messages.

Shriner used to have a television program sponsored by a shirt manufacturer. “It was pretty good,” he reflects, “except for the commercials. The sponsor thought viewers should see how and where the shirts were made, so during the commercials the cameras moved through the plant, showing every step in the manufacturing process. “The idea was fine,” Shriner reports, “except that, after the first few commercials, sales dropped off. Folks began to make their own shirts.”

Time for a Change?

But the old textbook precept—don't spend too much time trying to arouse audience interest in what goes on in the advertiser's plant in the process of manufacturing his product—is up for revision.

In television, a different pattern has begun to emerge. Turn your own TV dial to NBC's “See It Now” on Sunday afternoon and take an objective look at the Alcoa (Aluminum Company of America) commercial. You'll see a first-class example of a nuts-and-bolts commercial, one that takes viewers into the deep recesses of the company plants, where visually one gets the impression he's walking with the plant foreman on a \$2.50 tour. And the audio effects—the noise of drills, rollers, furnaces and the jostling of raw materials—seem genuine enough. Only occasionally, and in the last few seconds of the commercial, does the viewer see a finished product and hear a direct, conventional story.

The TV trend to nuts-and-bolts is perceptible in other fields—food, home appliances, automobiles, chemicals, drugs. On radio, however, the no-nuts-and-bolts rule seems to hold true; most advertisers think it places

an undue burden on the spoken language to ask it to create a picture of these complicated in-plant processes.

Would it be an over-simplification to attribute the nuts-and-bolts trend to the advent of television? Probably. A pronounced shift in consumer attitudes and moods has occurred since the old texts were written. Two factors that have stimulated in the average man and woman a greater interest in manufacturing processes are (1) the do-it-yourself trend in the home repair and improvement field, and (2) the increase in the number of women with at least some experience in factory work.

But whatever the causation, are these commercials successful?

The qualitative radio and TV research organization, Schwerin Research Corp., Chicago, holds that in many cases an advertiser can use the same demonstration techniques on TV as a salesman might employ before a “live” prospect. Schwerin recently studied a nuts-and-bolts commercial for a drug company, and Don McCollum, Schwerin's manager, client relations division, discloses the results:

Remembrance Level Climbs

“The commercial was mostly devoted to a quick tour of the plant,” he points out, “showing how the product was made, inspected and packaged. Only at the end were a few seconds devoted to the conventional sales story.” In analyzing the commercial, Schwerin treated the “ideal” level of remembrance of the previous average “straight selling” commercials for this product as 100. But when the nuts-and-bolts commercial was tested before laboratory audiences, points totaled 134.

Points regarding . . .	
Quality of product	80
Performance of product	54
Total	134

Points remembered about the quality of the product were the result of the nuts-and-bolts presentation, McCollum states.

Later, a television set manufacturer came to Schwerin with what appeared to be a first-rate commercial. It explained to viewers that the product was so engineered that it would not become obsolete with future advances in television broadcasting. In the commercial the announcer stood beside a walnut cabinet and explained the engineering features.

Schwerin tested this commercial before several groups of 350 to 400 persons in its New York City testing theater. Only five out of 100 recalled even one engineering point stressed by the announcer.

Show Your Innards

Then the advertiser removed the cabinet and the announcer pointed to parts of the exposed works of the set as he explained the engineering qualities. “In testing the revised commercial,” McCollum relates, “41 out of 100 people in the audience recalled some of the sales message. Simply stated, the weakness of the first commercial was that the copywriter had failed properly to correlate the audio and video parts of his commercial.”

In the food field, one advertiser had been stressing the fact that the product gave consistent results because it had been put through the manufacturer's test kitchens. Remembrance of the sales message was enhanced when the TV camera actually went into the test kitchen and showed viewers how tests were conducted. A sales point as intangible as “high quality” was eventually presented successfully in this commercial. Such sales ideas as careful packaging, ease of preparation and fine taste achieved high recall in the first commercial, but the idea of “high quality” of the product was remembered by only three out of 100 people in the test audience. When the announcer presented the claims about the high quality of the product, viewers saw a side of meat on their screens.

Then the creative people went to work and started cutting up that side of beef.

Section after section was trimmed away and discarded while the announcer explained that the rejected portions did not meet the standards of the product. After the trimming the meat that finally went into the package seemed most assuredly fit for a royal table, according to McCollum. And 48 out of 100 people remembered the significance of the trimming and packaging demonstration.

WRITE IT IN

During the First
3 Months of 1953
the
CHICAGO DAILY NEWS
GAINED
375,915 LINES*
of
TOTAL DISPLAY
ADVERTISING

•
This Gain Was MORE
Than That of ALL Other
Chicago Newspapers
COMBINED

*Source: Media Records, Inc.

CHICAGO

Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA; CHICAGO 6, ILLINOIS

THE SKIES

ABC Figures
for the Six Months Ending
March 31, 1953
Will Give the
CHICAGO DAILY NEWS
a Circulation of

560,868*

The Highest
Six Months Average
in This Newspaper's
77 Years of Publishing

**As filed with the Audit
Bureau of Circulations,
subject to audit*

Up 144,764

over March 31, 1944 . . .
the last comparable six
months ABC figures before
John S. Knight assumed
control of the Daily News



DAILY NEWS

NEW YORK OFFICE:
9 Rockefeller Plaza

SAN FRANCISCO OFFICE:
Story, Brooks & Finley
703 Market Street

DETROIT OFFICE:
Free Press Building

LOS ANGELES OFFICE:
Story, Brooks & Finley,
1651 Cosmo Street



"NEVER UNDERESTIMATE . . ." When Pacific Mutual helped agents' wives to understand how they might contribute to the advancement of their husbands' career in insurance, it hit a jack-pot. The contest produced the largest volume of business ever written during a spring campaign.

Higher Morale, Bigger Volume, When Pacific Mutual Woos Salesmen's Wives

What started as a contest has mushroomed into a continuous family relations program. Wives have proved to be apt pupils in learning how to help to fatten the figures on husbands' pay-checks. Management is cheering results.

"Almost fantastically successful" is the verdict.

Officers of the Pacific Mutual Life Insurance Co., Los Angeles, are speaking of the results of a program for stimulating more effective selling through a campaign directed at agents' wives.

It all started in the spring of 1952 with a contest. Then came a repeat contest last fall. Results were excellent in both instances, the second contest having chalked up an average of 198% of quota sales per agency. Almost from the start, however, the idea began to outgrow the contest framework. It has now broadened into a plan for maintaining year-round contact with agents' wives. It might be called a family relations program.

Pacific's woo-the-wives plan began without much fanfare, almost accidentally, as a "Pen Pal" approach, with the mailing of individualized letters signed "Peggy Martin" (same

initials as Pacific Mutual) as teasers, to the wives of general agents, in advance of the Spring Selling Bee contest of 1951.

Before the letters were mailed, the wife of each general agent was sent a small jar of honey and a sheet of recipes. Response was so enthusiastic that additional Peggy Martin letters were added to the mailing schedule, and what had started as a composite of all who were communicating with the wives ended with a vivid personality. Eventually a woman member of the sales promotion staff assumed the handling of all Peggy Martin material, a task for which she was well fitted through her ability to write to agents' wives in a warm, friendly and personalized manner. The women did more than their share, by sending suggestions for helping husbands in their careers. Response indicated that the women were delighted to be regarded as their

husbands' partners. A few who had been indifferent, and hostile, toward their husbands' careers, reversed their attitudes and became loyal co-operators.

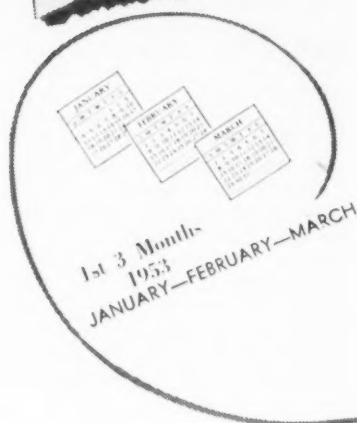
Except for the Peggy Martin-and-Wives angle, the Spring Selling Bee of 1951 followed conventional lines. It was carefully planned to permit general agents and cashiers to follow through with the smallest possible expenditure of time and effort. There was a Campaign Plan Book, which illustrated each piece of promotional material, with instructions for use. Mailing schedules were worked out to maintain interest at peak level during the six weeks of the contest. There were suggestions for the kick-off dinner, for decorating the agency and for inspiring teamwork. There were also suggestions for capitalizing on the "bee" theme, with amusing cartoon-type drawings which could be adapted by the agencies. The prizes were merchandise, offered on a point basis, and shown in a catalog.

The teaser mailing of the jar of honey was wrapped in a sheet of recipes (for dishes in which honey is an ingredient). Addressed to "Mrs. Queen Bee General Agent," and mailed with no return address, the package was sent directly to the salesman's home. Several days later each



The Pittsburgh Press

ALWAYS
NO. 1
IN
PITTSBURGH



... the Leadership
Established 46 Years Ago...

CONTINUES STRONGER
THAN EVER FOR
THE FIRST QUARTER
OF '53

There Can Be Only One
Sound Reason for The Press'
Continued Leadership

... IT IS THE ACCURATE
REFLECTION OF THE
IMPORTANCE WHICH
ALL ADVERTISERS AND
READERS ATTACH

TO

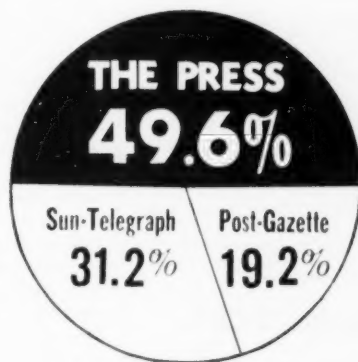


The Pittsburgh Press

(A Scripps-Howard Newspaper)

Predominantly Pittsburgh's Number 1 Newspaper

IN CIRCULATION — TOTAL ADVERTISING — GENERAL ADVERTISING;
AUTOMOTIVE ADVERTISING — RETAIL ADVERTISING — CLASSIFIED ADVERTISING



Total Advertising Volume
1st 3 Months—1953

THE MYTH OF PRICE RESISTANCE



For the average salesman nothing is more real — or more troublesome — than price resistance.

How many times has a salesman of yours said: "I could sell more if only our prices were lower!"

Yet he's wrong, dead wrong.

He believes a myth. A myth that sales are lost because his price is too high.

Price is never the sole factor in a turn-down.

We know it . . . you know it. If only he knew it.

Yet he can when he realizes that price is relative to value. Dispel the myth of price resistance with:

"PRIDE IN PRICE"

part of the outstandingly successful sound slide program . . .

AGGRESSIVE SELLING

You may obtain a preview without obligation.

Write for details.

WESTEN-WILCOX

6108 Santa Monica Blvd.
Los Angeles 38, Calif.

woman received a handwritten, multi-lithed letter on feminine gray stationery, still without return address, signed "Peggy Martin," and another sheet of recipes was enclosed.

This initial communication, which had far-reaching results for the company and its agents, consisted of 80 words:

Dear Mrs. "Queen Bee":

Hope you received the honey and recipes o.k. . .

Since your "King Bee" is going to be so very busy in the near future I thought you might like to surprise him with an extra special little dish. He will really be a buzzin' you know. And he will be gathering plenty of honey for his "Queen" too!

Smell Spring in the air? It won't be long now!

Sincerely,
PEGGY MARTIN

Bulletins Sustain Interest

The general agents' wives were impressed, and mystified. The same teasers were then mailed to the general agents, to be sent to wives of the agents under their jurisdiction. Each agency was termed a "hive," and competition between them was instigated. A weekly news sheet called "Bee Lines," which contained actual bee lore, as well as inspirational messages and news about the progress of agents and "hives," was sent out throughout the term of the contest.

Encouraged by the response to the teaser mail, the headquarters office sent two more Peggy Martin letters to the wives, and several additional mailings of honey recipes. It soon became apparent that the wives were responding, both in providing direct sales assistance to their husbands and in morale-building. Much of the promotional material (sent to agents' homes) was addressed to the wives. For example, there were reminder stickers with amusing drawings of bees on them, for the wives to paste on mirrors or elsewhere, to capture the attention of their husbands.

There were also "contests within the contest," for wives. One general agent offered special awards to those who wrote him the best letters. Additionally, there was a successful "Queen Bee Telephone Quiz." Each general agent was requested to have a girl in his office telephone the wives of his agents regularly (usually once a week) to ask them questions regarding their husbands' sales activities and production. A given number of points was awarded for correct answers to the various questions, copies of which were furnished the wives for their use in keeping informed about their husbands' progress in the big contest.

Some of the quiz questions:

Names of the applicants your King Bee wrote last week.

Number of prospects he got from each applicant.

Number of prospects you gave your Honey last week.

Number of calls he made last week. Be prepared to give daily totals.

Number of interviews he had last week. Be prepared to give number for any single day.

How many times did your husband rehearse his sale to you last week?

How many night interviews did your honey have last week.

(During the course of the contest, some of the women who had previously objected to their husbands' making night calls changed their attitude, rearranged dinner hours, and otherwise made it convenient for the men to get business in the evening.)

Now, what suggestion can you make which you think might help to increase your husband's earnings through better production?

(It was suggested to the general agents that they award special prizes to the women who offered the best suggestions for increasing their husbands' production and earnings.)

A New Sales Record

When an agency attained 100% of its quota, the general agent received a congratulatory letter from Peggy Martin, signed with a lipstick kiss. This led to some sprightly banter, part of which was published in the weekly "Bee Line."

The contest was credited with building the largest volume of business ever produced in a springtime drive. But Pacific Mutual's executives had another yardstick for measuring its effectiveness. Shortly after its close, they sent out a questionnaire, designed to cover every phase of the contest, to each general agent. Suggestions, criticisms, ideas and comments were solicited, to facilitate future planning. With few exceptions, general agents wanted to continue using this Master Plan technique in future contests. There was praise for the careful planning of all details, and special praise for Peggy Martin, described as "Sexational," and in other appreciative terms.

So it was not surprising that in the fall of the year, when plans were made for the traditional inter-agency contest, Peggy Martin again came to the forefront. This time the theme was a "Sel'lection Campaign," to tie in with the forthcoming presidential election in this country. And again, there were merchandise prizes, for



MAILINGS TO WIVES included cleverly designed cards for the wives to fill in and "plant" at papa's place at table, at the edge of his shaving mirror, or in the windshield of his car. Shown above: the envelope which carried them (below), and three samples.

points, and trips to the company's convention in Coronado, for wives as well as husbands.

The opener was an announcement sent by Peggy Martin to the wives which told how to break the contest news to their husbands. There was a cigar for the wife to give to her husband as she told him of the "Sel'lection Campaign." The general agents were once again provided with a Campaign Plan Book, a mailing schedule, materials and everything needed to make the contest a success at nominal cost. The plan was flexible, complete in itself, but permitted the introduction of extra, personalized promotion by general agents who wanted it.

Wives Compete Too

From the home office Peggy Martin drew the wives into a contest of their own. There were prizes for the best letters on the subject, "How I Help My Husband."

The suggestions were, in many instances, excellent. The women told how they prospected, through church and club work, by direct mail, etc. Some said they checked for leads in the telephone book, business directories, the newspaper. Others told of the clerical and secretarial work they did for their husbands. (One quit her job, to have more freedom for such work.) Some told of encouraging their husbands to practice their sales presentations on them.

These records from wives are rich in human interest. One woman reported that her child in the third grade brought home a list of her classmates' names and addresses, so that she could send them Valentines. Later the list was given to Dad, as a source for Estate Provider prospects. Another said that when her milkman

asked her to take orange juice for a week, to help him to win an electric broiler in a contest, she agreed—but she asked him to give her the names of prospects for insurance. Another was responsible for selling a local baker the "50-a-month plan." One said she had trained her husband to telephone her as he left his office in the evening, so that she could have dinner on the table when he arrived and give him an early start with his night calls. Several spoke of reading their husbands' professional journals, to enable them to discuss the articles.

Each of Peggy's replies to women who entered the contest was accompanied by a booklet called "A Together Kind of a Job," written by insurance wives. This emphasized the contributions a wife could make to her husband's success in that field. The wife of an older agent regretted that she had not had an opportunity to read it when her husband started.

Special Prize: Coast Trip

A number of husbands wrote to Peggy, and thanked her for her influence on the family. One commented that the contest had made his wife enthusiastic, though previously she had had "less than no interest" in his work. One wife wrote: "This has brought my husband and myself closer to the company than anything that has happened in 15 years."

To spur interest in the special prize (in addition to merchandise) of a trip to Coronado for the company convention, Peggy wrote a letter to the wives on Hotel del Coronado stationery. She described the pleasant Southern California climate in March, when the convention was to be held; told what clothing would be suitable, and mentioned the side trips



C. K. (Ken) WISE

Northwest Division Manager

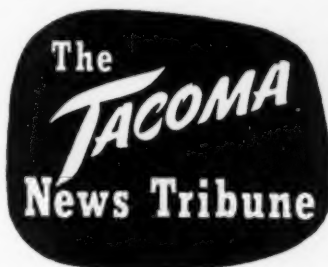
THE MENNEN COMPANY

Says:

**"WHEN PROMOTING
MENNEN PRODUCTS WE
ALWAYS INCLUDE TACOMA
... NOT SEATTLE ALONE"**

"The Mennen Company considers the Seattle-Tacoma area an important and growing market," says Mr. Wise, "but these two cities, with their prosperous trading areas, are not 'multiple-markets.' They are far enough apart to require separate merchandising campaigns to reach the local level. To try to reach both markets through Seattle promotions alone would mean losing a large segment of business in the Pacific Northwest."

Think twice about Tacoma! It's a separate, distinct, important market. It's covered ONLY by the dominant News Tribune. That's why—on Puget Sound—you need BOTH Seattle and Tacoma coverage every time. Ask Sawyer, Ferguson, Walker Co.



"I dreamed I lost my shirt

on our new advertising campaign



"It seemed the campaign had everything—slugging copy theme, shrewd media selection, strong budget. But I awoke just in time to one weakness—we were missing that pay-off punch at the point-of-sale."

Nightmare? Yes . . . but it can happen in the best of marketing circles!

How about *your* advertising at the point-of-sale? Are you getting the results you want?

We are geared to serve you in this one vital field of advertising. We create point-of-sale ideas that sell. We design and produce displays of every kind . . . displays that are practical, usable and command *best* locations.

Our nationwide organization is ready to go to work for you . . . your advertising department or agency. May one of our account executives call soon?

Tell your secretary
to write for "Idea File", a collection of point-of-sale ideas that have given advertising men pleasant dreams! Chicago Show Printing Company, 2660 N. Kildare, Chicago 39; 400 Madison, New York 17.



© 1961 Chicago Show Printing Co.

Trademark MYSTIK Registered U. S. Patent Office

- Lithographed displays for indoor and outdoor use
- Cardboard Displays
- Animated Displays
- Stanzell Outdoor Signs
- Cloth and Kanvat Fiber Banners and Pennants
- Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders
- Mystik® Self-Stik Labels
- Econo Truck Signs
- Booklets and Folders

Advertising

at the POINT-OF-SALE

SALES MANAGEMENT

—to San Diego, La Jolla and Tijuana.

The Sel'lection Contest ended with the attainment of an average of 198% of quota for each agency. Headquarters again tested agency reaction through a questionnaire sent to general agents. On the whole, it was highly favorable. One, who expressed approval of the increasing participation of wives, said, "They are catching on," and predicted that even more can be expected from them in future contests.

Pacific Mutual's management be-

lieves that women appreciate the opportunity to become more closely associated with their husbands' work and with the company. This is particularly true of the wives of the newer agents. One general agent has adopted the custom of sending to Peggy the names of wives of newly recruited agents, with detailed information about their interests. She writes a warm letter of welcome to these women, and sends them the book, "A Together Kind of a Job."

Peggy Martin has become an established PM personality.

Some Quotes from the Wives

"Cooking for him his favorite dishes,
Organizing home routine to suit his wishes,
Remembering his greatest investment is time,
Out of my contacts new prospects I'll find.
Never complain if he is late for dinner,
As always a wife's enthusiasm can keep him a winner.
Disappointment I'll show, if that big sale doesn't go—for
Our trip we are sure to win, if OUR efforts we blend."

—Mrs. Byron H. Pollitt
Jenks Agency

"... I have invented two little systems which I practice. They are called the "Quizathon," and the "Talkathon." Every evening, while we are having our dessert and coffee, I begin my quiz of leading questions as to how my husband's campaign went that day. This brings out all manner of triumphs, and many disappointments. The Talkathon always follows, and it is surprising how many tensions are relieved, and how many new ideas are conceived, simply by talking out the developments of the day."

—Mrs. Jane Campbell
Walden Agency

"I am a nurse, and a great believer in insurance, accident and sickness protection and savings. I try to influence the people with whom I work. I talk to each young graduate personally, and give Dick their names so that he can send a blotter and call for appointments."

—Vivien Landrum
(Dick Belote's fiancée)
Jenks Agency

"I promised myself I would help my husband in this campaign, and along came a simultaneous request that I be group leader to 21 Blue Birds (Junior Camp Fire Girls). . . . I thought of putting all of them to work, but settled for the services of our little Blue Bird, and let her stuff blotters into the envelopes we mail once a month. . . . We have always felt that the mailing of these blotters (with Bill's picture in the corner) brings results, and it proved a sure thing during our Sel'lection campaign—resulting in one \$20,000 sale."

—Mrs. Bill Brown
Simpson Agency

"Our milkman rang the bell the other day and asked if I would take orange juice for a week to help him win an electric roaster in a contest. I agreed to—if he would help us too. . . . Just a few names of eligible persons he knew to be in need of financial protection. . . . So we made a deal. . . ."

—Mrs. Joe Barnes
Standeford Agency

"I make up lists for direct mail, check these names in directories and telephone books and qualify them as best I can. After the returns have been checked off on the direct mail lists, I act as my husband's secretary in following up. I telephone all those who have not responded, and ask if they are really interested, but perhaps have overlooked sending in the return card. I make a bid for an appointment for My Boss. . . ."

—Mrs. Treva G. Griffin
Cassidy Agency

Test in Peoria!



PEORIA JOURNAL STAR

IN AKRON

EL PRODUCTO's

consistent ads in
The Beacon Journal are reaching

99.5%

OF THE HOMES

There's no other medium or combination of media that offers so much for so little.

AKRON BEACON JOURNAL

Gift...Prize...Award ...or Premium

Whatever **your need** it will be worth your while to look over the excellent cutlery values made by Imperial. Three factories produce a complete range of products in pocket knives, household cutlery and stainless tableware.

FOR DEALER PREMIUMS, SELF LIQUIDATORS



Jack-master
N-1800ST, Retail 59¢

Fine steel blades,
highly polished, lots of value.
Many items. 39¢ to \$5.00 retail.

FOR CATALOG PREMIUMS, CONTEST PRIZES, SAFETY AWARDS



Veri-Sharp
TK-22, Retail \$5.00

All the sales features of expensive cutlery, yet very low priced. High-Carbon Stainless, Frigid Tempered, Hollow Ground. Complete line — sets or open stock. Also DeLuxe... with Strata-wood handles.

FOR SALESMEN'S AWARDS OR BUSINESS GIFTS



Schrade-Walden
809M, Retail \$5.00

The finest knives in the world. Tool steel blades so sharp and tough they will shave a steel bolt. Hand-crafted to a beautiful finish. \$3.00 to \$125.00 retail.

FOR COUPON PREMIUMS, CATALOGS, PRIZES



Stainless by Imperial
V-2, Retail \$2.50

Rich finish, triple-graded, lovely patterns. Sets, chests or open stock.

For the best possible values in the cutlery field choose from the extensive cutlery line made by...

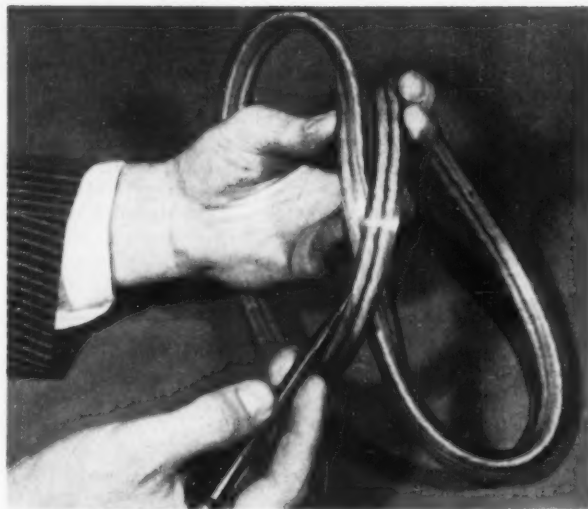
Imperial

KNIFE ASSOCIATED COMPANIES, INC.
Providence, R. I.

General Sales Office: 1776 Broadway, N. Y. 19, N. Y.

One of the largest producers of cutlery in the world.
Stainless Tableware by Imperial — Schrade-Walden Pocket Knives
Imperial Jack-master Pocket Knives — Ulster Pocket Knives
Imperial Veri-Sharp DeLuxe Household Cutlery
Imperial Veri-Sharp Household Cutlery

Tools for Selling



SALES STORY on grommet (endless) belts made by B. F. Goodrich is simple: They contain no overlapping cord sections and, therefore, no weak spots. To show industrial prospects this and other "inside" construction features, Goodrich salesmen employ this "X-ray" belt. Prospect can see through it. Without the see-through feature, Goodrich says, "it would be difficult for a customer to understand why this belt is so much different from others." Other advantages: X-ray belt helps salesmen hold prospects' attention for longer period, and belt makes provoking conversation opener during approach stage of sale; belt helps Goodrich in sales clinics held in conjunction with meetings of distributor salesmen—men find it easy to grasp function of it.



DESK DRAWER METALLURGIST keeps metalworking shops throughout the country in close touch with Crucible Steel Company of America's tool steels, and comes under the heading of genuine service, too. H. M. Givens, Jr., the company's tool steel division sales manager, says the quick-answer tool grew out of Crucible's findings that most metalworking failures and losses result from wrong selections of tool steels. The chart covers 22 tool steels for about 95% of machine tool operations found in jobbing and specialty machine shops. Interesting point: Sales aid is designed particularly for the use of shop managers and machine operators who do not have metallurgical training. It has been two years since the tool was first distributed; since then, Crucible has had requests for it from 42 foreign countries and the 48 states. The circular slide rule was designed by the company's advertising department.



SOUNDCRAFT MAGNETIC RECORDING TAPE

Top quality for top fidelity. The kind of high-fidelity you always associate with professionals.

"Bill, that's what I call professional sound"

You'll never know how professional the sound you record on your tape recorder can be, until you use Soundcraft Magnetic Recording Tape. You'll be thrilled by Soundcraft high-fidelity, delighted by the true-to-life reproduction.

Soundcraft engineers are engaged in constant research for new methods, materials, processes. As a result, sound engineers throughout the industry — recording studios, radio and television stations, motion picture studios — demand Soundcraft Magnetic Recording Tape for the *performance perfection* they need.

Next time you visit your nearest dealer, ask for Soundcraft Tape. *Hear for yourself* the professional results of the sound you record.

FOR HOME MOVIE MAKERS! Wonderful Way to Make "Talkies"

Soundcraft Magna-Stripe* lets you make sound movies as easily and inexpensively as silent films. Add sound to old silent films. Erase and change the sound any time at all! Magna-Stripe service is available to you at your photographic store. Ask your dealer about it.



REEVES
SOUNDCRAFT CORP.

Dept. C-5 10 East 52nd Street, N. Y. 22, N. Y.

FREE! SOUNDCRAFT BOOKLETS

Complete information on Soundcraft
Magnetic Recording Tape and Magna-Stripe.
Yours for the asking — just write!



How does your sales story look

TO THE MAN BEHIND THE DESK?

Do your star salesmen spend money on keeping up their personal appearance—then use poorly organized sales presentations that are thumb-printed and dog-eared by scores of previous prospects?

If so, now's the time—with selling getting more competitive—to switch to sparkling, convenient Ful-Vu presentation methods.

Ful-Vu albums, Vu-Dex binders and easel displays come in sizes or shapes for practically every need—or can be made to order. Sales presentations are neatly arranged, attractively displayed and fully protected in sturdy "window sleeves" of crystal clear MIKAFILM.



free samples

of super pul-pruf protectors with the "Silver Strip That Stops the Rip"—also complete 32-page Ful-Vu catalog sent on request.



FUL-VU ring binder or twin-wire albums. Plain and zipper covers.

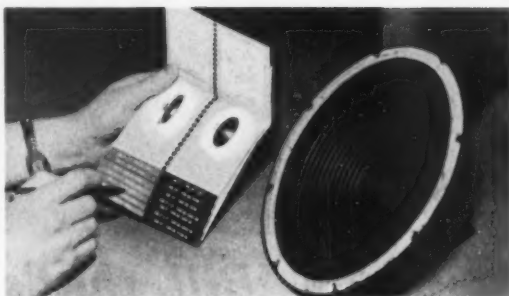
Vu-Dex flip-over trays and binders.

Ful-Vu
PROTECTS... GLORIFIES...
COOKS, INC. DISPLAY CAMDEN, N. J.
IN CANADA: Preston-Nutting, Ltd., Stratford, Can.

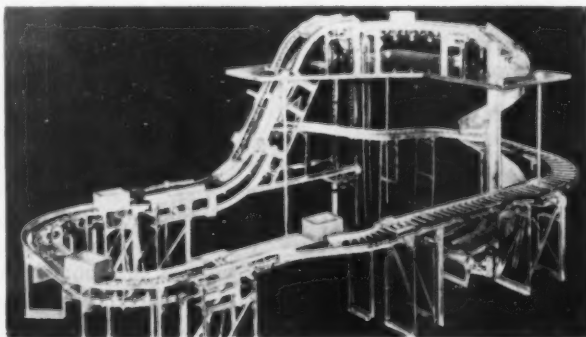
Tools for Selling (cont.)



SUCCESSFUL CASE HISTORIES make good selling fodder. Radio station WOR (Mutual, New York City) packages advertisers' result stories in an indexed presentation that makes it easy for salesman and WOR prospect to get down to coverage, penetration and market facts. What puts booklet head-and-shoulders above most is practical indexing; salesman can flip to case history of advertiser in business closely allied to prospect's, show him how similar advertiser in similar business achieved happy WOR results. Printed by Kenilworth Press, Inc., 305 E. 46 St., New York City.



QUICK SERVICE sells good will, repeat orders. In fact, RCA Victor (Radio Corporation of America) makes little distinction between service aids and sales aids, puts this flip-up index at the fingertips of radio-TV service dealers. It's designed to make basic electrical and mounting information on RCA equipment a matter of quick reference. Each of the 22 speakers in the index is illustrated by physical outline drawings, half-tone photographs, together with complete installation data for each. Result is accurate diagnosis, fast service and customer satisfaction. Finished by United Offset Co., 186 W. 4th, New York City.



PNEUMATIC TUBES play an increasingly important role in industry in reducing messenger costs, speeding up communications, streamlining product control systems. But if you manufactured an automatic switch tube system, how could you demonstrate it? Lamson Corp., Syracuse, N. Y., has developed this model conveyor to demonstrate seven types of conveyors operating in one unified system, making it possible for prospects to see each type in actual operation. Materials handling people can come to the demonstrator, or Lamson can take models to them. It's Lamson's way of packaging several processes and several product models, putting close-up demonstration to work in a logical manner.

SALES MANAGEMENT



"Salesmen can't carry big machinery—but light compact Stereo-Realist kits hold the complete line"

Says RICHARD R. BRANGAN, advertising manager
National Automatic Tool Company Inc.

HEAVERY machinery manufacturers have the ideal solution for their sales promotion problems in the Stereo-REALIST Camera. Short of the actual product itself, REALIST pictures can't be beat for true-to-life realism. For the REALIST exactly duplicates what you see with your eyes—in full, natural color and life-like three dimensions.

What's more, REALIST sales kits consisting of slides and a viewer weigh only 40 ounces. Small wonder that salesmen like them! And they also appreciate the impact that REALIST pictures have on their customers, the attention they gain, and the lasting impression they leave.

Sales managers the nation over have proclaimed the REALIST to be "the world's finest visual selling tool." The variety of its applications is universal. Investigate the possibilities of its use in your field. If you haven't seen REALIST pictures, ask your camera dealer to show you some. Or for free, informative folder write: DAVID WHITE COMPANY, 385 W. Court St., Milwaukee 12, Wis.



\$159.00 (Tax Inc.)

STEREO *Realist*

The camera that "sees"—in 3 dimensions—the same as you



Cameras, Viewers, Projectors, and Accessories are products of the David White Company, Milwaukee 12, Wisconsin.



EIGHT STAGES OF DEVELOPMENT a trainee is processed through before he becomes a Sun Oil motor products salesman: First, Jerry Beil (center) is interviewed and briefed by screening committee.



First outside instruction is at a selected company-operated station where he learns car service, importance of checking oil, battery and water, etc.

How Sun Oil Grooms Salesmen For Tomorrow's Management

Get-your-hands-dirty-in-the-field training is liberally mixed with formal executive development ideas. Result: Salesmen are better equipped to manage their territories, and they are forming a pool of highly promotable talent.

Based on an interview by Alice B. Ecke with
FRANK R. MARKLEY
Vice-President in Charge of Marketing
Sun Oil Co.

Are we minimizing human relations in our sales training programs?

Sun Oil Co., Philadelphia, found that it was and has revamped its Motor Products Department training program into an effective field-operated proving ground from which skilled good-will ambassadors are getting in line for management functions in the future.

"Human relations should be a major subject to study in all sales training programs," Frank R. Markley, Sun's vice-president in charge of marketing, maintains, "if our salesmen are to reach a productive point and really become an asset to themselves,

their customers and the company."

Groundwork for Sun's new Salesmen Development Program was laid in the spring of 1951 when marketing top management took a searching look at its sales training program. Was it maintaining a flow of manpower upstream? Was it training men who will assume management function in the future? In short, was it a successful human relations program?

Weaknesses were spotted and immediate steps were taken to eliminate them.

The basic concept of the program is Sun's belief that each salesman has a right to develop, to grow and to

look forward to bigger things—a belief that this development leads to self-confidence and job-satisfaction.

Before introducing the new program, marketing management studied all phases of present-day selling in the petroleum products field:

Under the impact of a vast expansion program and sharpened competition there have been many changes in the petroleum industry since World War II.

Growth of the industry has been accompanied by increased complexity of its operations, not only in oil fields, refineries and transportation systems, but in marketing as well. "Thus the recruiting and training of skilled sales personnel has become a matter of real concern," Markley stresses.

New Sunoco service stations have sprung up, facilities have been modernized, territories expanded.

In the postwar transition period a multitude of new and challenging marketing problems cropped up. Vehicle registrations soared (It is expected there will be 54 million passenger automobiles and trucks on American highways this year.), traffic patterns changed, and the multi-island service station made its appearance.

Not only have service stations



After a trip back to classroom to view company films, Jerry is introduced to dealer who has served Sun customers 10 years.



With the experienced dealer as his instructor, he tries his hand at taking inventory . . . next step is to arrange attractive displays of TBA items . . . study packaging and labels . . . then check to see that all of the items are competitively priced.



Jerry now becomes acquainted with the point-of-view of the dealer . . . is shown how to keep an accurate set of books.



Then, as all future motor products salesmen do before moving into final phase of training program, Jerry delves into the problem of how to determine new station sites . . . he studies maps, traffic potential, customer buying power, etc.



After tours of warehouses and bulk plants to learn how products are distributed, he goes with regular salesman on his calls . . . they visit commercial accounts . . . drop in on new car dealers.



Now, after a one-week orientation course, Jerry becomes a motor products salesman . . . is assigned a territory . . . here he calls on one of his accounts . . . studies job tickets.

SAN DIEGO IS BIGGER



MORE HOMES PER POPULATION THAN

Salt Lake City, Utah	29.8%
Peoria, Illinois	30.3%
Dayton, Ohio	29.3%
Lexington, Kentucky	28.3%
Lynn, Massachusetts	23.4%

SAN DIEGO, CALIFORNIA . 31.2%

Source: Consumer Markets 1952 Edition

Take advantage now of the GREATEST
HOME DELIVERED CIRCULATION in
the history of these two newspapers.
San Diego homes can not be reached
as effectively by any other media —
local or regional.



**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

changed in size and design, but volume of business has increased and new product lines, including related automotive accessories, have been added. At the same time competition for a share of the expanding market has become keener than ever before.

As these changes came about, many dealers who were accustomed to operating small stations found that they were operating large stations, using more intricate devices, selling more diversified products, building displays, pumping more gasoline, hiring more help and answering more questions.

New Problems to Solve

It was apparent to Sun's marketing management that if the dealer, faced with these conditions, had to be a better businessman and be better informed than ever before, the same demands would confront the salesmen who were selected to counsel and guide the dealer to successfully meet his new responsibilities and solve his daily problems.

It was also apparent that some provision would have to be made for partial or refresher courses for some of the salesmen who had come into the organization when petroleum products were in short supply and selling was relatively easy and uncomplicated.

Having identified the problems to be approached as those having to do essentially with practical field operating conditions, Sun's marketing management decided that the sales training program should not only be field-operated but in its conception should reflect the thinking of field sales management as well as home office sales management.

A committee was named to plan the program. It was comprised of a majority of operating personnel who could always outvote staff members should the need arise: two assistant regional managers, four district managers, the assistant manager of marketing accounting, the manager of the co-ordination department, the merchandising manager, and a representative from the merchandising department.

"The wisdom of this decision to accent the field approach was proved time and again as the committee reviewed the training programs of other companies," Markley points out. "We have found that maximum effectiveness is seldom achieved when the field forces are neglected either in the planning or application stage."

Sun's committee moved carefully before submitting to top management its recommendations for what was to

SALES MANAGEMENT

become the Salesmen Development Program.

"The primary mission of the program, Markley explains, "is to develop salesmen who are well grounded in the science of selling and who have a deep understanding of human relations in their day-to-day contacts with other people, especially dealers."

These salesmen, the committee agreed, are needed not only to fill positions which are opening up as a result of the expansion program, but as replacements for those who are promoted to more responsible positions.

Broader than that, Markley emphasizes, is the program's objective to "maintain a flow of manpower upstream and to train those salesmen who will assume the management function in the future."

Preliminary discussions over, targets clearly defined, exhaustive investigation of the training programs of other companies ended, Sun's committee was ready to put its own program in motion.

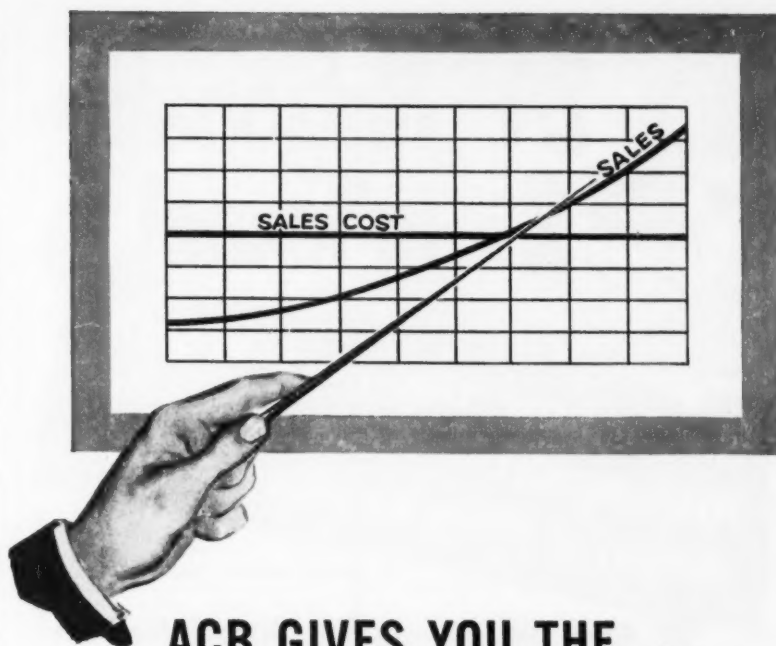
The first step was to choose the men around whom the program would be built—men who would form the nucleus of the training force. This elite group was comprised of one man from each of Sun's eight marketing regions. Each man had considerable selling experience.

Trained to Know People

Despite their experience, these men first had to undergo intensive training in preparation for the special assignments they were about to be given. This included training in the field and in the home office and a 10-week course at the Sales Analysis Institute in Chicago.

The decision to send this basic group to the Institute reflected Sun's emphasis on the "how to sell" phase of its sales training program. Rejecting the theory that salesmen are born, Sun marketing management maintained that the creative salesman needed today not only can be but should be trained and developed for the specialized work he will be called upon to do. Moreover, it was stressed that in this development nothing is more important than teaching salesmen to *know people*: why people act as they do, what enters into the decisions they make, why they accept or reject ideas or products.

The final preparatory step was to select appropriate training stations which were modern in every respect and which were equipped with classroom facilities and had trained managers and personnel to operate them.



ACB GIVES YOU THE "grassroot" information YOU NEED FOR BETTER SALES AND ADVERTISING RESULTS

ACB Reports give facts on which decisions can be safely made

Into ACB's receiving rooms each day comes the nation's daily newspapers—their columns laden with 1½ billion dollars yearly of retailer advertising plus ½ billion dollars of national advertising.

The advertising columns are read and checked and processed into ACB Reports—each Report made strictly according to the user's own specifications! More than 1,100 progressive concerns use ACB Reports to alter or confirm their sales set-ups and advertising strategies.

As you study an ACB Report, clear-focus pictures of situations like these are framed in your mind.

... *What's gone wrong with retailer support in Jensen's territory . . . Competico is really advertising in the Atlantic States . . . the price spread in Dallas seems wide . . . why are we getting "skunked" in Tacoma . . . The Emporium in Macon is doing a standout job with our mats . . . our new man isn't bad according to this Report . . .*

Wherever a product is sold through retail stores, there is a need for ACB Research Reports. Kroehler Co., world's largest maker of furniture, a user of ACB Reports for more than 15 years, says:

"ACB service has been extremely valuable to us as a means for increasing the amount of daily newspaper advertising run by our dealers mentioning our brand name."

Send for New Free Catalog

ACB has just issued a new catalog describing its 14 different services and cost of same. It's a 48-page book that should be in every sales and advertising department. In addition it contains a directory of all daily newspapers plus the U.S. Trade Census breakdown of 1,769,540 retail establishments! Send for it—it's free!

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5





24th Nationally 2nd in Texas!

**that's how the Fort Worth
Metropolitan Area ranks in
General Merchandise Sales!**

As Reported by Sales Management

★ **And the 100-county Star-Telegram
trading area accounts for 26% of all
general merchandise sales in Texas!**

**TOTAL GENERAL MERCHANDISE SALES
IN METROPOLITAN FORT WORTH . . . \$127,008,000**

**TOTAL GENERAL MERCHANDISE SALES
IN WEST TEXAS TRADING AREA . . . \$271,457,000**

★ **Star-Telegram coverage:**

IN METROPOLITAN FORT WORTH:

**Nine out of every ten families read
the Daily & Sunday Star-Telegram**

IN THE 100-COUNTY TRADING AREA FAMILY COVERAGE IS:

DAILY	SUNDAY
● 50% or more in 10 counties	● 50% or more in 6 counties
● 40% or more in 20 counties	● 40% or more in 19 counties
● 30% or more in 31 counties	● 30% or more in 36 counties
● 20% or more in 55 counties	● 20% or more in 62 counties

★ **Total net paid Star-Telegram**

Circulation: (ABC Publisher's Statement, Sept. 30, 1952)

DAILY	SUNDAY
240,197	220,413

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

Without the use of contests, schemes or premiums, "just a good newspaper"

At this point school was about to open. . . .

Who are the students and from where do they come? Basically, they come from four different sources. They are outstanding men from company-operated stations, graduates of selected colleges and universities, qualified men from outside the company, or employees from other departments within the company. All have to meet the same requirements.

To select the candidates, a screening committee is set up in each region. Serving on this committee as a panel are the regional manager or assistant regional manager, the merchandising manager, two district managers, and the program manager.

Before a candidate appears before a regional screening committee, he is interviewed at the place of application. At this time references, schools, former employers, credit reports, etc., are checked.

During the interviewing it is determined whether the candidate has the potential to cope with the responsibilities and duties of the job and whether he has the desired personal traits.

Personal qualities and background requirements include good appearance and genuine interest in selling plus inherent ability to do the job. The candidate must be honest, dependable, industrious, mature in age, in good health, and have a hobby. Incidentally, Markley points out that about 50% of the men processed through the training course so far are college graduates.

Four Phases

Here are the four phases the trainee passes through in the Sales Development Program:

Phase 1: Basic training emphasizes the how and why of service station operation. This is the foundation of Sun's retail business. Each salesman is thoroughly grounded in details of the problems he will discuss with dealers.

Phase 2: The trainee advances into the dealer phase of the service station business, particularly as it relates to dealer management of (a) manpower; (b) how he handles his money and finances; (c) sales and merchandising programs at the dealer level; (d) normal operating problems pertaining to a dealer station.

Phase 3: The trainee is now ready for advancement into what is called "the salesman's phase of training." This covers dealer counseling and salesmanship principles, surveys, reports and company management problems. In this phase the salesman takes

SALES MANAGEMENT

a special 120-hour course in selling and human relations.

All through Phases 1, 2 and 3 the trainee receives a combination of classroom instruction and practical experience or training. In fact, as all principles are covered during these phases, particularly in Phases 2 and 3, he is assigned to dealer stations or field problems, gaining practical experience along with classroom and theoretical discussion.

Phase 4: The purpose of this phase is to condition the trainee to eventually take over a complete territory and to give him experience in handling a territory before he assumes full responsibility. Still as a trainee, he moves from the station and classroom into a district sales job where he studies warehousing and deliveries, maintenance, office and credit procedures. He is also assigned to special training projects by the field sales manager, such as working with dealer problem accounts, special merchandising programs, filling in for vacationing salesmen or salesmen who are ill, thereby gaining in experience and applying the principles he studied during his classroom work.

Training Techniques

After the trainee has spent a minimum of six months under the direction of a field sales manager he becomes eligible for a one-week orientation course in the home office where he studies the over-all company viewpoint, meets with top company officials—all of which helps him to understand company policies and directives when they are issued.

Modern teaching techniques, including conference method discussions, are employed throughout all phases of the program. Explanation, demonstration and practice are supplemented by visual education, company movies, sound slidefilms, charts, photographs and models.

Sun's policy is to have specialists lead the special conferences in each phase of the company's operations. If, for example, the subject scheduled for discussion is the purchasing and leasing of service station sites, a real estate specialist will give the group the benefit of his many years of practical field experience. Later, the trainee will participate in the purchasing or leasing arrangements.

The Salesmen Development Program to date has trained 214 men, with 60 men training in the current course. The success of the program with new men has interested not only top sales management. Regular sales-



Do as leading merchandisers do—use effective, hard-hitting point-of-purchase Artkraft* signs.

Creating a desire for your products is not enough. National advertising and distribution without dealer identification are sheer waste. Telling the public where your products can be purchased is necessary to the completion of the sales chain.

Actual audited research proves that Artkraft* dealer signs make national advertising five times as effective because more than five times as many know where to buy your product.

Artkraft* mass production methods and unequalled manufacturing facilities make possible the world's finest signs at moderate cost.

Artkraft* PORCEL-M-BOS'D

Neonized or Non-Illuminated

STORE FRONT SIGNS

Last Longer—Look Better—Stay Cleaner

Artkraft's* exclusive Porcel-M-Bos'd letters, 75% more attractive and readable, are embossed by patented process right out of the 18-gauge steel back-ground in any style, size, round or flat top.

The entire face is of beautiful porcelain enamel—guaranteed for 10 years against fading, chipping, cracking, crazing or peeling by reason of the elements.

The steel face is flanged back around the edges of the sign two inches or more, with an additional return. Exclusive Galv-Weld frame and corner construction is employed throughout.

Artkraft* PORCELAIN NEON DEALER SIGNS

are built to rigid specifications which assure lasting, trouble-free service. Audited research proves them 999/1000 perfect! Patented Galv-Weld* frame construction prevents rust (the enemy of tube life). A million-dollar tooling and equipment set-up permits easily cleaned faces with no exposed bolts or rivets. The removable streamlined front end makes for easy servicing. They've been acknowledged the finest for over 30 years!

Artkraft* OUTDOOR ILLUMINATED PLASTIC SIGNS



Artkraft* SIGN COMPANY

Division of Artkraft* Manufacturing Corp.
E. Kibby Street Lima, Ohio

Please send, without obligation, details on Artkraft* signs.

- () We are interested in a quantity of outdoor neon dealer signs.
- () We are interested in a quantity of Porcel-M-Bos'd store front signs.
- () We are interested in a quantity of outdoor illuminated plastic signs.
- () Please send instructions on how to set up a successful dealer sign program.

NAME _____
FIRM _____
STREET _____
CITY & STATE _____

Trademark Reg. U.S. Pat. Off.
Let us prepare without obligation a color sketch of a distinctive sign to fit your needs.

You're Right!

"CHASE"... A rectangular steel or iron frame into which pages or columns of type are locked for printing or for pulling proofs and mats.

**You're Also
Right When
You Use
The CHRONICLE
to Sell Houston**



823

general and automotive advertisers used The Chronicle exclusively in 1952. These accounts ran 1,155,937 lines of advertising exclusively in The Houston Chronicle.

Media Records - Year 1952

**The ONE Newspaper, Tested and Proved,
that can do your selling job in Houston.**

40
consecutive years
of leadership in
both circulation
and advertising

For additional facts about the No. 1 paper in the South's No. 1 market, contact your nearest Branham Company office.

The Houston Chronicle

JESSE H. JONES, Publisher
JOHN T. JONES Jr., President

R. W. McCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.

men, too, have asked management for the privilege of participating in the course. Many regular salesmen have commented that the new program gives newcomers 5 to 10 years' experience and that they, too, would like to gain the benefits for themselves and for their company. This comment from an older salesman is typical of letters received by Sun management every day:

"I take this opportunity to say that of all the sales courses I have taken during my 37 years of business life, none ever gave the results which I feel I have gained from your course. Although many of the principles involved have been used by me repeatedly, I had never had them analyzed and co-ordinated in such an effective way to get attention of the listener or to impress him with the beneficial ideas or products which I had to offer. . . ." (The salesman goes on to say that he has wrapped up some very good business since taking the course—cites specific examples of how he was able to sell people he had difficulty with prior to taking the course.)

Good Human Relations

And here are some of the basic benefits as Markley outlines them:

1. The program develops well-trained salesmen who reach a productive point and become an asset to the company sooner than they did before.
2. Because they are well trained there is less need for sales supervision, and what supervision there is has increased in effectiveness.
3. Most important, increased mutual understanding and consequently more harmonious relationships are developed between company sales personnel and service station dealers.
4. Case histories are accumulating, proving that the men who have taken the course have a better understanding of human nature in their personal relationships. . . . This results in happier, better adjusted salesmen.

"The main value of the program," Markley reports, "is that it enables the salesman to make friends for the company, improve his and his company's standing in the community, bring about better and closer relations with everyone contacted. At the same time it enables him to increase his knowledge, build self-confidence, and gain greater job-satisfaction in the knowledge that he is doing an effective job. *It is good human relations.*"

SALES MANAGEMENT



Large cattle ranches operate near Medicine Hat utilizing open ranges and pasture lands in the Cypress Hills.

M E D I C I N E H A T

KEY CITY IN SOUTHERN ALBERTA'S RICH MARKET

Medicine Hat (population over 16,000) serving Southern Alberta, lies in the midst of a trading area which supports 40,000 people. Salaries and wages of its city workers alone total \$5,000,000 annually. Industrial production was over \$28,000,000 and retail sales from 154 outlets topped \$11,000,000 last year.

The foundation of Medicine Hat's prosperity is natural gas, available to industry at 3.5c per 1000 cubic feet. Thirty-three producing wells are in operation, and ample reserves are allocated for future development.

Medicine Hat with its natural gas has attracted a wide diversity of manufacturing: the ceramics industry employing 600 workers; the "Hat" is one of the leading flour milling centers of the Canadian west, producing 5,000 barrels per day; 21 acres are under glass in city greenhouses, growing over \$1,500,000 worth of flowers and greens annually. Other manufactured products include farm implements, wrought iron, metal products and glassware.

With a rich, deep top soil, and ideal climatic conditions for growth, irrigation projects, both complete and under way, are accelerating agricultural expansion. Large cattle ranches operate in the area, and substantial wheat growing districts lie within 30 miles east, west and south of the city.

Here is a compact, substantial market, thoroughly covered by the Medicine Hat News with a circulation of 4,913. This loyal reader audience of the "News" represents a key market in Southern Alberta that is steadily growing larger and more prosperous. Your advertising in the News will work for you effectively and soundly. Include Medicine Hat in your coverage of the Canadian West.

For a copy of the folder entitled "The Medicine Hat News Market" write to Conklin and Woodward, 22 East 40th Street, New York 16, N. Y., or any of their branches at Detroit, Chicago, Atlanta, Los Angeles and San Francisco.



THE SOUTHAM NEWSPAPERS

The Ottawa Citizen
The Hamilton Spectator
The Winnipeg Tribune
The Medicine Hat News
The Calgary Herald
The Edmonton Journal
The Vancouver Province

THE MEDICINE HAT NEWS

ONE OF THE SEVEN SOUTHAM NEWSPAPERS OF CANADA

A Century of Salesmanship Helps Build Steinway Name

(continued from page 27)

Theodore was a hard and creative worker. But second son Charles dreamed and read Thomas Jefferson and talked of Liberty. During the Revolution of 1848 the authorities thought he talked too much. Charles escaped to New York, went to work as a piano-maker, wrote home glowingly of opportunity.

The father decided to move the family to America. Only Theodore stayed to manage the cabinet shop. On the way over the name Steinweg became Steinway.

It appeared first on an old Varick St. barn. There, say the chroniclers, "old Henry fussed and fumed over every piece of lumber." There in 1859 Henry Jr., then 28, succeeded in combining the single-cast metal plate with the overstrung scale, to "set the pattern for all grand pianos

to come." Before he died in 1865 young Henry was to have seven U.S. patents in his name.

Customers saw the name Steinway in newspaper advertisements and began to find the barn. When some said their child could not play the piano, one of old Henry's daughters, Doretta, would reply: "Very well. I shall teach her."

Although no Steinway has ever become a virtuoso, all have played the piano more or less competently.

As The Name spread and business grew, Theodore was brought over from Germany. But the Founder's fourth son, William, had most to do with spreading The Name. He shocked other piano-makers by advertising; persuaded his father to build a factory uptown at what is now Park Avenue and 52nd street.

Later, as president, he built the first Steinway Hall on 14th Street. There Adelina Patti sang, a 13-year-old Viennese violin prodigy named Fritz Kreisler made his American debut . . . and Charles Dickens read from his novels.

William launched a sales branch and then a Steinway Hall in London, and started a branch factory in Hamburg. (Bombed by the British in World War II, this factory has now resumed limited production.) In other ways he promoted The Name. He helped to pioneer civic reforms for New York City and twice refused a nomination for Mayor. As president of the Rapid Transit Commission, he led a campaign to build a tunnel under the East River at 42nd Street. That route, now used by IRT subways, still is referred to by some old-timers as "Steinway Tunnel."

It happened, indeed, to lead to a new community called "Steinway," where the company has long manufactured. Near the factories still are a Steinway street, Steinway post office, school, van & storage, bar & grill and other facilities named Steinway—in which the Steinways have only a sentimental interest.

But there in Long Island City, on Rikers and Ditmars Avenues, Steinways still are born.

SO. DAK.
MINN.

SPEND YOUR ADVERTISING DOLLARS

*Where they
COUNT!*

High income from manufacturing, food processing and diversified farming rate Sioux City and the 49 county Sioux City retail area **ONE OF THE RICHEST MARKETS IN THE WORLD!** Sell this great market potential with the dominating circulation of the Sioux City newspapers.

The Sioux City Journal
JOURNAL-TRIBUNE
National Rep. Jann & Kelley, Inc.

Tell More! Sell More!

WITH A Zipmaster

THE PERFECT SALES KIT

Combines a Ring Binder Display Unit with a Handy Zipper Case. Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND FOR FREE FOLDER

Sales Tools, Inc. 1704 WEST WASHINGTON
CHICAGO 12, ILLINOIS

Storehouse of "Picked Planks"

A Steinway starts with selection of materials. The company keeps three to five years' supply of lumber. In fact, on December 31, 1951, (The details of the 1952 pamphlet report aren't yet available.), materials and supplies on hand were valued at \$2,868,828. This item was more than one-fourth of all Steinway's assets, more than half of current assets, 10 times as much as value of instruments on hand.

Forty-two per cent of materials cost is for wood. Buyers reportedly "pick every plank": North American walnut and Central American mahogany; Vermont spruce for the soundboard; poplar from the Great Smokies for core stock; Midwestern and Canadian maple for rims, wrest planks and bridges; Western sugar pine for keys; Brazilian rosewood for parts of the action.

Seasoning takes two years outdoors and two more indoors. Then the wood is dried in kilns, which reduces moisture content to 6 to 8%. The grains are matched for strength and resonance, and glued, bent and finished. Only then (By now 80% of original wood has been wasted)

Serving more people
with **brighter pictures**

WOAI-TV **CHANNEL 4**

Now **100,000** watts

WOAI-TV is the first
Texas station to attain the
maximum power allowed
by the FCC in its range.

More people will now see
WOAI-TV — More people
will see brighter, clearer,
steadier pictures on Chan-
nel 4. People buy what
they see on WOAI-TV.

WOAI-TV
IS A
BETTER-
THAN-EVER
BUY
!

NBC AFFILIATE

WOAI-TV

CHANNEL 4

SAN ANTONIO

Represented Nationally by **EDWARD PETRY & COMPANY, INC.**
New York — Chicago — Los Angeles — St. Louis
Dallas — San Francisco — Detroit

On Your Desk May 10 The 1953 Survey of Buying Power

742 pages of Market Data for companies (and their advertising agencies) selling to
INDUSTRY and CONSUMERS.

	Page
Industrial Potentials Section (for 19 industries and all manufacturing total)	49-78
Farm Market Data	79-95, 125
Wholesale Sales Section	113-121
Leading Counties Section	124-146
Leading Cities Section	149-166
Metropolitan County Areas Section	170-216
Summary All Data by States and Regions	118
County-City Data Section, Alabama through Wyoming ..	220-678
U.S. Territories	678-681
Canadian Data Section	682-720

SHORT ON SALES?



Are you getting maximum results from your industrial advertising dollars? If you want to see tangible, measurable results **INDUSTRIAL MAINTENANCE** will produce quantity, quality inquiries from its more than 70,000 plant operating readers.

Covering over 48,000 plants in 23 industries at shirt-sleeve level, **INDUSTRIAL MAINTENANCE** delivers the plant men who are ready and able to buy. These men are responsible for the function and upkeep of machinery, equipment and plant in America's top-rated companies!

If you're covering this multi-million market — if you're short on sales — investigate **INDUSTRIAL MAINTENANCE** today!

SELLING POWER! INDUSTRIAL MAINTENANCE

Philadelphia 4, Pa.

is wood combined with steel, iron, felt and ivory.

Fifty-two per cent of the cost of creating a Steinway is for "labor." The Steinways call it craftsmanship. Although Factory No. 1 is for "parts manufacturing" and No. 2 for "assembly," most of the work is by hand. Among 10,000 parts for a vertical and 12,000 for a grand, only such things as string wire, rough-cut wood and ivory and casters are made elsewhere. Actual manufacture takes one year.

C. F. Theodore and William both missed — fortunately, perhaps — the age of Mechanized Music.

The first factor here was called a player piano. This was a combination instrument which the skilled could operate with his fingers and the unskilled with his feet. Of that record unit volume of 364,545 in 1909 — valued at \$59 million — "players" accounted for 9.5%. In dollars the industry's top year came in 1923, when the sale of 343,050 instruments — 56% of them "players" — totaled \$101,982,081.

By then even Steinway was indirectly in the "player" business, producing pianos for the Aeolian Co. of New York, which inserted its player mechanisms.

Hoover, and a Year's Rest

The rise of radio in the mid-1920's first hurt "players" more than pianos. Whether the cause was Coolidge Prosperity or some revulsion to radio's fare, Steinway's best year was 1926, when it produced 6,200 pianos.

Then came the Hoover Bust. Of 142 piano factories that had been operating in 1926, only 50 were struggling along in 1932. The year before, with an unsold pile of 2,100 pianos, Theodore Steinway shut down the factories for 12 months.

Even then the company refused to "diversify," or to cheapen its line. Ratio of doubtful accounts to total accounts might rise in six years from 4.4% to 21%. More dealers and their customers were forced to buy on time, when indeed they could buy at all. But Steinway continued to sell them outright — never on consignment. It even maintained recommended prices.

When production was resumed in 1933, it was about at the 1,000-a-year level of 73 years before. Old Steinway was starting over again, as it were, from scratch. Today, after wartime losses and dislocations, Steinway has started again.

And today, more than ever, the stress is on Sales.

SALES MANAGEMENT

Read what users say about this merchandising plan

"All of our men have finished reading Lionel Moses's *ADVENTURES IN MERCHANDISING* and all have agreed with us that this book was not only interesting but should prove helpful to them in their work," says *Paul Burgess, Manager of the Syracuse Sales Office of the Quaker Oats Company*. "I think that most of our younger men must realize after reading *ADVENTURES IN MERCHANDISING* that they are being given everything they need today to become successful salesmen."

"This is the most idea-packed book I have ever had the good fortune to read," says *Oscar Wilkerson of Amos Parrish and Company*.



"Grandpa Moses," *Printer's Ink* calls him, and says he "leads the children of merchandising out of the wilderness in this one: *ADVENTURES IN MERCHANDISING* . . ."

"a 'plan' cut for me"

"It was with much interest and enjoyment that I read Lionel B. Moses's *ADVENTURES IN MERCHANDISING*," writes *Jim Burns, retail salesman for Quaker Oats*. "But I had another reaction to this little book: regret—regret that this information was not available to me twenty years ago, when I was plugging hard on the retail trade, in a buyer's market. *ADVENTURES IN MERCHANDISING* at that time might have prevented 'ulcers' later on. I, too, have always believed that we've got to put ourselves in the retailer's place, and that we've got to approach him through our individual personality, since we retail salesmen are the direct contact with the buyer."

"But I have not always known just what to do about it. It would have been helpful indeed to have had a 'plan' cut for me back in those days, and to have been shown how to use it."

"*ADVENTURES IN MERCHANDISING* can be read over and over, and give a new suggestion with each reading."

ADVENTURES IN MERCHANDISING

By LIONEL B. MOSES

Vice-President, Parade Publication, Inc.

Formerly Director of Merchandising, American Weekly

209 pages, \$2.50 per single copy
Liberal discounts on quantity purchases

ADVERTISING AGE tells you what the book is:

"When a salesman uses advertising as a tool with which to enlist dealer support or to get the dealer interested in selling his product instead of carrying it, he is 'merchandising' his advertising."

"With this definition of merchandising, Lionel B. Moses, v.p. of *Parade*, introduces a terse, lively, informative volume—possibly the first text devoted to the merchandising of advertising."

"The book, *ADVENTURES IN MERCHANDISING*, reviews basic merchandising principles and includes 12 selected case histories for the purpose of illustrating their effective application."

—from a review of the book in *Advertising Age*

SEND FOR YOUR COPY!

ASK FOR A QUANTITY-DISCOUNT QUOTATION



Pillsbury Publishers, Inc.,
595 Madison Ave., New York 22, N. Y.

- ☐ Please send me copies of *Adventures in Merchandising*, for which I enclose \$2.50 per copy.
☐ Please quote a quantity-discount price for copies.

Name

Company

Address

City and State SM-5-1

ADVERTISING MANAGER

Are you an experienced executive 40 to 45 years old who has had actual sales experience in addition to advertising?

If you have the education and business background to meet these requirements, we have a permanent and very worthwhile future for you in our organization. Additional qualifications might include copywriting or rough layout experience, industrial advertising, direct mail, publicity.

This is a job for a man of mature experience who wants to grow. A job for a competent advertising man who has also had actual sales experience. Reply by letter only direct to

NELIGH C. COATES, President

CLIPPER MANUFACTURING COMPANY

2800 Warwick Boulevard
Kansas City, Mo.



The Hobby That Changes The Course of Men's Lives

WORLD'S LOVELIEST trees perfectly proportioned to only 18 inches height are nature's masterpieces—and YOU can grow them! Card table or window is space enough for 36 of these beautiful, exotic trees. This delightful, inexpensive hobby can easily bring you both happiness and lifetime financial security. Let us prove it! Write today for free details. **MINIATURE FORESTS**, Dept. F, 325 Bankers Trust Bldg., Indianapolis 4, Ind.

Business Card PROBLEMS?

The Hill Business Card Purchasing Plan eliminates errors and delays in ordering—designed for the convenience of busy executives like yourself.

Send for
FREE Style Book

R.O.H. HILL, INC.

270M2 Lafayette St., NYC 12

Roman de Majewski, wholesale sales manager, supervises sales around the world. George Williams assists him on domestic, and Joseph Ergo on foreign sales. Rudolph W. Freimuth directs retail sales at New York City's Steinway Hall.

Seven men at Steinway Hall now deal with 2,000 walk-in customers annually. They also call at customers' homes in the metropolitan area. In pianos and Hammond organs, Steinway Hall does a \$1 million annual volume.

Among requirements of salesmen at Steinway Hall and in dealer stores elsewhere, Freimuth emphasizes, are "good salesmanship, knowledge and appreciation of music, and specifically of Steinways, and cultural background to enable them to 'feel and think as their customers do'."

At Steinway Hall their work may be aided by the atmosphere that surrounds The Name. The store itself could be the drawing room of a palace. Around the walls are paintings of virtuosi at the Steinway. Upstairs are the headquarters of Steinway & Sons and, among other rooms, the present Steinway Hall, managed by Columbia Concerts Corp. This 250-seat room is now used largely for recitals of piano students and concerts of promising young performers on their way up to Carnegie Hall, a half-block west. But it still is a "sampling" and a sales factor . . .

Every Country But 14

Of 57 countries in which the company now lists dealers (who have "bought at least one piano in three years") the Hamburg factory serves 38, New York 14, and London—supplied by Hamburg—five. New York concentrates on countries in the "dollar area," but 95% of domestic production is sold in the U.S. London works in the "Sterling area."

In New York's area are Canada, Colombia, Cuba, Dominican Republic, Guam, Hawaii, Honduras, Mexico, Nicaragua, the Philippines, Puerto Rico, continental U.S. and Venezuela.

London serves the British Isles, Australia, Japan, New Zealand and South Africa. Hamburg's scope may be suggested by mentioning some of the 14 countries where you can't buy a Steinway: China, Bulgaria and Russia.

Next to the U.S. the best customers are Canada, Mexico, Venezuela, and then Italy, Sweden, Switzerland and South Africa . . .

Steinway sells direct to dealers

only, Majewski says. It seeks "high-grade music merchants, with local prestige, who are aggressive in sales and advertising, and have service facilities." Each dealer must buy "at least one vertical and one grand."

The company's five "wholesale" salesmen in this country work closely with dealers. A salesman will spend a couple of days with each—advising on display, advertising, merchandising; going out with dealer salesmen to win tough prospects; working with public schools, music schools, institutions, broadcasting stations. Often he may be accompanied by a factory man, or a member of the Steinway family.

Volume Dealers Pinpointed

Largest-volume dealers today are in Kansas City, San Francisco, Chicago, Philadelphia, Detroit, New Orleans, Houston, Washington, Los Angeles, Louisville, Newark, Salt Lake City, St. Louis and San Antonio.

One reason for Kansas City's position is that this dealer, Jenkins Music Co., has nine branches and affiliates in Missouri, Kansas, Oklahoma, Arkansas and Texas—all of which sell Steinways. Sherman, Clay & Co., San Francisco, serves six California cities and Portland and Seattle. Lyon & Healy, Inc., Chicago, operates five branches in Illinois, Iowa and Ohio, and Grinnell Brothers, Detroit, 30 in Michigan, Ohio and Ontario. In 11 cities across Canada, from Halifax to Vancouver, T. Eaton Co., Toronto, is the sole Steinway dealer.

But dealers in such major markets as Baltimore, Buffalo, Cincinnati, Houston, Milwaukee, Pittsburgh, St. Louis and Washington, D. C., have no branches at all. Dealers in Los Angeles and Minneapolis have only one each, and Boston only two.

In cities that lack "outstanding" music stores Steinways are carried by a leading department store. The Cleveland dealer is Halle Brothers Co., and the Pittsburgh dealer Joseph Horne Co.

The dealership is not a major market monopoly. Some cities of less than 25,000 population where you can buy a Steinway are Asbury Park, N. J., Glens Falls, N. Y., Harlan, Ky., Meadville, Pa., Midland, Tex., Morristown, Tenn., Sullivan, Ind., Valdosta, Ga.

At first the setup just grew. In fact, until the 1890's, no formal list of dealers was prepared. Early dealers may have been attracted by a

Steinway exhibit at New York's Crystal Palace in 1854 . . . Charred remains of a Steinway were found in the rubble of Lyon & Healy after the Chicago fire in 1871.

Most of today's dealers have been in the fold for more than 30 years. They and Steinway know each other pretty well. When Steinway suggests that, say, Lyon & Healy stock 72 pianos for full selection, L&H usually agrees. Steinway does not try to "load" them. Majewski points out that "92% of dealers now follow our suggestions on stocking."

Instead of markups the dealers work on markdowns. The company lists suggested retail prices for each area, and then sells dealers at 43% below those figures. There's little price-cutting.

Dealer "contract" is simply a four-page, single-space letter of "understanding." It covers such points as FOB-factory delivery; dealer insurance on shipments; Steinway's discretion on allocations, in the event of piano shortages.

The dealer should "develop intensively the sale of Steinway pianos by maximum personal solicitation and sales coverage." He should use company-supplied promotional materials and merchandising suggestions. In advertising and selling, he is to stress Steinway as "unquestioned leader over all other pianos which you may handle."

"Set Them Apart"

In the store Steinways are to be "set apart in a separate room or rooms," prominently displayed and kept in good order. Every dealer should provide service to any Steinway owner, and tell the company of prospects he may have living outside his area.

Among other things, dealers should assist "Steinway artists . . . when they come to your city; cooperate actively with our Concert & Artist Department," and in all possible ways, "promote the musical life of your community."

To combat "postwar lethargy" among dealer salesmen, Steinway has undertaken a training and stimulation program for them.

A first step, in 1948, was to send 700 of these men a four-page questionnaire, seeking full and frank answers to 16 questions. Three hundred replied. Although the men did not have to identify themselves, Majewski pointed out that "we would like to know where successful ideas originate."

America's Finest for Household Goods



AERO
Mayflower 
NATION-WIDE FURNITURE MOVERS

Thousands of happy customers from coast-to-coast add fame to Mayflower's name each day. They tell their friends, and they tell us of their satisfaction in reports we receive after the move. Ask your nearby Mayflower agent to show you reports from your area, and see for yourself why it is easiest and safest when you have personnel to transfer.

AERO MAYFLOWER TRANSIT CO. • INDIANAPOLIS

For Name Plates that help sell!



CHICAGO THRIFT-ETCHING CORPORATION

ARE you satisfied with your product's identification? Sales and advertising men know how valuable a sparkling name plate can be. Let us help you create *standout identification* that reflects your product's quality—marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Write for your copy of "Etched or Lithographed Metal Products of Quality" with full color examples of our name and instruction plates.



CHICAGO THRIFT-ETCHING CORPORATION
1333 N. Sheffield Ave., Chicago 22, Ill., Dept. J
SUBSIDIARY OF DOOLE MANUFACTURING CORPORATION, WISNAPPA, ILL.

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
372,946 DAILY • 301,686 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

Early questions concerned their sales experience—including pianos, and Steinways; their information sources for selling pianos. Had they seen pianos manufactured? Did they play and own a piano?

In which income brackets were most of their Steinway customers? Which sales points—both of Steinways and other pianos—were most potent? (Points listed on form included action, beauty, maker's prestige, price, resale value, durability, tone.)

Of their last 10 pianos sold, how many were to be used by men, women, or children? Did purchaser, teacher or professional musician most influence these sales? How many purchasers asked for Steinways, other pianos, "no particular make"? How much time and how many contacts, both in store and in homes, were needed to close sales? (Although some customers may keep salesmen dangling for four or five years, the average piano sale at Steinway Hall, New York City, is completed within 30 days of first visit.)

What Majewski Learned

Majewski wanted to know about methods of payment, proportions of trade-ins, brands traded in. He urged the salesmen to describe in detail which exclusive Steinway features they stress—and how; the chief reasons for sales resistance, and how they meet it. Especially, he asked them to tell him how Steinway can help "you to sell more Steinway pianos."

He would not reveal the findings. But many of them were built into the company's first Sales Course.

Last year a second questionnaire went out to the retail men. This time Majewski asked them *not* to sign their names. Although much of the information sought was similar to that of No. 1, these questions also delved into their age, sex, marital, parental, educational and income status. The last question was: "Have you attended a Steinway Sales Course at Steinway Hall?"

To develop and conduct the course Majewski borrowed two professors—James McEwen and Hans Krusa—from New York University's School of Retailing. (Recently McEwen accepted the post of personnel director of Halle Brothers, Cleveland. Krusa is still Steinway's "teacher.")

The students are taken in groups of about 30. To get the course started, Steinway asked some dealers to select men for it. Now many dealers nominate their better or more promis-

ing performers. The dealers pay the men's expenses: the course and a week in New York City are rewards for work well done. Some of the students are new or young; others have sold Steinways for three or four decades. Started on a twice-a-year basis in 1948, the course is now held annually.

It begins on a Monday morning, in a third-floor room at Steinway Hall, with the introduction of President Theodore and six other Steinways, and of Sales and other department heads. The students learn some of the factors which have helped to build The Name . . . Then the Steinways take them to lunch at a hotel.

On Tuesday the students are carried by bus to the "cross-cutting" or first-stages-of-production factory. They go through it in groups of five or six, each guided by a Steinway. On Wednesday the process is repeated at the "assembly factory." Lunch that day is held at Steinway Lodge—once a Steinway home but now a public restaurant.

The factory tours, SM was told, are intended to "demonstrate our craftsmanship and the quality and durability of our pianos. We try to get them to see, taste, smell, touch, hear—and understand—the craftsmanship, so they can interpret it to their customers."

A Wednesday afternoon session recaps and analyzes production methods and policies.

A Case History Approach

Back at Steinway Hall, on Thursday, the professors take over. Here the findings from the questionnaires are put to work. The students get sales pointers: Think of each prospect as an *individual*. Sell the piano in terms of individual needs. The Steinway story should be "complete, positive and constructive." . . . Then the professors apply their retailing knowledge to Steinway's problems. This continues through Friday morning.

That afternoon Rudolph Freimuth tells and shows how Steinway Hall sells Steinways. He gives case histories of how problems were met. But he does not set up Steinway Hall as a criterion or model for other stores.

At this session the company presents each student with a sales manual developed by the professors . . . Among other things, it makes suggestions about prospecting. Check birth certificates: Children born seven or eight years ago should now be

ready to start learning to play the piano. Check income tax records: The *nouveau riche* may want a Steinway, either for prestige or for playing.

The week winds up Friday night with Theodore Steinway playing host at an informal dinner. . . And then the salesmen go back to Greenville or Great Falls to use their new knowledge of The Name.

The making of The Name has been a 99-year undertaking. Steinway & Sons first used newspaper advertising in 1854. The company has been a consistent national advertiser since 1900—all this time through N. W. Ayer & Son. "The Instrument of the Immortals" has been used for four decades.

Nothing Stops Advertising

Even during the depths of the depression, when the factories were closed and the company was losing up to \$1.5 million a year, advertising went on. The amount was small, but the effort was *consistent*. In contrast with the record \$500,000 in 1926, this year's \$120,000 is still small. Present advertising-to-sales ratio, John Steinway says, is 2.7%. "It should be 3%."

Publications now scheduled include *Etude*, *House & Garden*, *House Beautiful*, *National Geographic*, *National Jewish Monthly*, *The New Yorker*, and *Parents' Magazine*. Business papers are *Music Trades*, *Music Trade Review*, *Piano Trade Magazine*, and for tuners *Piano Tuners' Journal* and *The Technician*.

But dealer advertising of Steinways multiplies Steinway's own. Over hundreds of dealer doors stands The Name. ("When they use it to pull people in, and then sell them something else," remarks John Steinway, "we get after them.") Steinway gets 10,000 clippings annually of newspaper advertisements run by domestic dealers.

Although the company does no co-op advertising with dealers, it supplies them free with newspaper mats, display material, booklets and other helps.

The accent is on Tomorrow . . . and especially the tomorrow of lower-income people. A current booklet, "How to Choose Your Piano," shows that Steinway owners "belong to every walk of life."

For "a Steinway is actually the least expensive of pianos. Whatever you spend on the Instrument of the Immortals . . . is returned to you many times over through the years . . ."

Have Sales unexpectedly

LAI D AN EGG?



... Move into
the always lively
\$7,500,000,000
Packaging market...

PACKAGING PARADE

THE NEWS MAGAZINE OF PACKAGING

More display space per \$ on Super-Size page . . .
More attentive readership with news-and-picture
features, thru-the-book format . . . Stronger selling
impact on MORE important buyers of Packages
and Packaging Machines—Supplies—Services . . .
15000 (CCA) ALL-BUYER circulation.



HAYWOOD PUBLISHING CO., 22 E. HURON ST., CHICAGO 11, ILL.
NEW YORK 17—101 PARK AVE. • WEST COAST—McDONALD-THOMPSON



**We publish a newspaper that sells
a market of 1 1/2 million people
with 2 billion dollars to spend**

our newspaper is read in 3 out of 5
homes in Nebraska and Western Iowa

Omaha World-Herald

250,266 daily . . . 259,710 Sunday

Average paid circulation for February, 1953

O'MARA & ORMSBEE, National Representatives

Home delivered
in 1141 towns



High Spot Cities

Retail Sales Forecast for May, 1953

Retail Sales in May will probably total about \$14.9 billion, or 4% above last year's level, despite the fact that this May has one less selling day than last May. Thus, retailing activity is still maintaining the high level attained last November which falls a bit short of the famous boom levels of early 1951.

One worrisome feature of the current high volume of retailing is the role played by auto sales, which, aided by a steady climb in auto credit in the first quarter of 1953, is running nearly 25% over last year. New car production is now at the annual rate of 6½ million units, which experts doubt can be maintained much longer. If the used car market weakens, as was indicated by recent sharp price

cuts, new car sales will also slacken, and total retail sales will come down to a somewhat more normal level. Department store sales so far this year are running ahead of 1952 by 6%, which represents a good showing, since most of the gain is in unit volume rather than in price increase.

Among those states reporting better-than-average performance for this May (as opposed to May of 1952), are: Arizona, California, Florida, Louisiana, Michigan, Texas, and Virginia.

The leading cities, those with a city-national index well above average, are: Paducah, Ky., 128.0; Tucson, Ariz., 115.3; Lansing, Mich., 113.7; Jackson, Mich., 111.9; Albuquerque, N.M., 111.8; Orlando, Fla., 110.7;

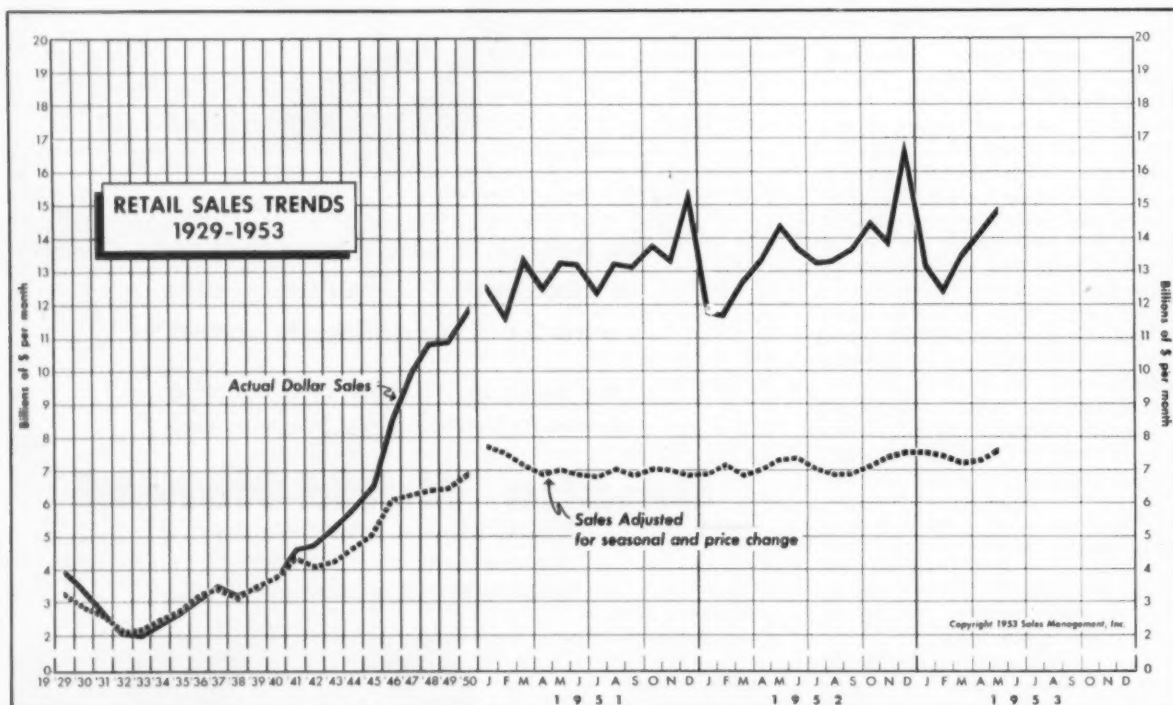
Riverside, Cal., 110.5; Los Angeles, Cal., 109.6; San Bernardino, Cal., 109.5; Portland, Me., 109.4; York, Pa., 109.2; Hempstead Township, N.Y., 109.1; El Paso, Texas, 109.1; Royal Oak-Ferndale, Mich., 108.7; Salem, Ore., 108.5; Pensacola, Fla., 108.4; San Diego, Cal., 108.2; Corpus Christi, Texas, 107.7; Casper, Wyo., 107.5; Tampa, Fla., 107.4; Flint, Mich., 107.2; Long Beach, Cal., 107.0.



Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1953 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail



Retail Sales in May will total \$14.9 billion, reflecting a 4% gain over May, 1952. This volume of sales in terms of 1935-1939 dollars amounts to \$7.6 billion when adjusted as shown above. The break

between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.

sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1953 vs. 1952," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1953 vs. 1952" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1952 which equals or exceeds the national change.

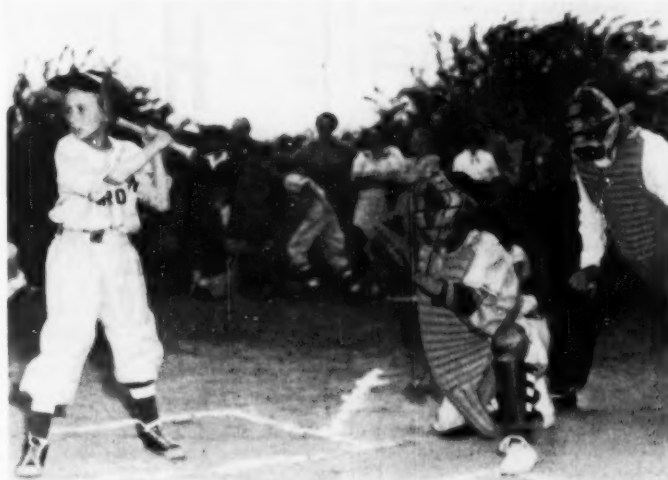
RETAIL SALES				
(S.M. Forecast for May, 1953)				
City	City	City		
Index	Index	Nat'l.		
1953	1953	1953	\$	
vs.	vs.	vs.	(Million)	May
1939	1952	1952		1953

UNITED STATES

411.5 104.0 100.0 14925.00

Alabama

Birmingham	404.5	99.8	96.0	35.64
Gadsden	474.5	103.3	99.3	5.22
★ Mobile	472.0	104.7	100.7	12.79
Montgomery	364.7	99.9	96.1	9.92



Play Ball! A welcome sound is being heard again — baseballs cracking against wood and leather.

Everybody's interested in the big leagues of course . . . and their several hundred players. But in thousands of towns and cities there's a greater interest in other players — the millions of high school players, sandlotters, semi-pros, Little Leaguers . . . who alone total more than 300,000 players.

The local diamond is where loyalty really reaches fever heat . . . where the greatest sports stories are born . . . the most rabid sports arguments started. And the Localnews Daily alone can—and does—provide the detail, color, the tensions of rivalry that satisfy the interests of these *many millions* of grassroots fans.

It's just another example of how the Localnews Daily insures your advertising against a reading slump. It always gets attention . . . every page . . . because all living is local, and it alone truly reflects the local scene.

"LOCALNEWS DAILIES—basic advertising medium"

The Julius Mathews

Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON
PHILADELPHIA • PITTSBURGH • SYRACUSE

Everybody Loves A Parade

After the parade has passed the comments always center on one feature. Maybe it's a float or a majorette with her fancy baton twirling. Nevertheless, all agree that one attraction was tops.

It's this way in Connecticut—one market because of its year after year sales record stands out as the best buy.

*Retail sales in the Greater Middletown Market increased 23% in 1952 over 1951 compared to an 11% gain for the State. And don't forget that Connecticut has always been one of the top sales states in the country.

This is what we mean when we say

"You always get more in Middletown."

This great market is thoroughly covered only by the Middletown Press, no other newspaper or combination of non-local papers comes anywhere near the coverage offered by the Press.

**You Always Get More
in Middletown.**

* See Survey of Buying Power 5/10/53 Issue.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

U.S. NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

It's How They Spend That Counts

In the Biddeford-Saco market where family income of \$5,586 exceeds the state average by \$961 retail sales follow the same pattern. 1952 family sales were \$3,567 compared to the state's \$3,424.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

**THE BIDDEFORD
JOURNAL**
BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

High Spot Cities

RETAIL SALES
(S.M. Forecast for May, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	May
1939	1952	1952	1953

Arizona

★ Phoenix	602.1	109.0	104.8	25.41
★ Tucson	638.0	119.9	115.3	13.27

Arkansas

Fort Smith	413.7	101.9	98.0	5.75
★ Little Rock	429.9	106.3	102.2	15.52

California

Bakersfield	402.3	100.6	96.7	12.35
★ Berkeley	304.6	104.0	100.0	9.20
Fresno	477.6	97.1	93.4	22.40
★ Long Beach	442.6	111.3	107.0	33.42
★ Los Angeles	370.0	114.0	109.6	254.89
Oakland	343.3	97.8	94.0	54.65
★ Pasadena	396.1	110.4	106.2	19.25
★ Riverside	499.3	114.9	110.5	7.64
Sacramento	353.2	102.4	98.5	24.58
★ San Bernardino	460.9	113.9	109.5	10.97
★ San Diego	525.7	112.5	108.2	44.21
San Francisco	315.3	100.2	96.3	106.44
San Jose	379.6	101.2	97.3	15.45
★ Santa Barbara	345.4	109.1	104.9	7.08
Stockton	389.3	103.7	99.7	12.73
Ventura	410.3	98.7	94.9	3.98

Colorado

Colorado Springs	353.0	97.8	94.0	6.53
Denver	349.4	101.6	97.7	54.72
Pueblo	357.0	102.8	98.8	7.14

Connecticut

★ Bridgeport	368.2	108.5	104.3	23.86
★ Hartford	354.6	108.1	103.9	33.90
Middletown	244.8	101.7	97.8	2.57
New Haven	262.9	101.6	97.7	20.19
★ Stamford	419.7	106.8	102.7	10.03
★ Waterbury	309.6	104.6	100.6	11.89

Delaware

★ Wilmington	388.8	104.0	100.0	22.24
--------------	-------	-------	-------	-------

RETAIL SALES
(S.M. Forecast for May, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	May
1939	1952	1952	1953

District of Columbia

Washington	355.3	95.7	92.0	125.96
------------	-------	------	------	--------

Florida

★ Jacksonville	429.5	108.7	104.5	27.96
★ Miami	504.8	111.1	106.8	45.84
★ Orlando	518.2	115.1	110.7	11.97
★ Pensacola	430.9	112.7	108.4	6.42
★ St. Petersburg	535.9	111.7	107.4	15.38
★ Tampa	473.6	110.4	106.2	19.23

Georgia

Atlanta	361.5	103.6	99.6	54.80
★ Augusta	478.7	109.2	105.0	10.58
Columbus	481.8	101.9	98.0	10.07
Macon	369.4	97.1	93.4	8.20
★ Savannah	372.7	105.9	101.8	11.33

Hawaii

★ Honolulu	361.5	105.6	101.5	25.45
------------	-------	-------	-------	-------

Idaho

Boise	328.7	100.9	97.0	6.41
-------	-------	-------	------	------

Illinois

★ Bloomington	342.0	110.6	106.3	5.95
Champaign-Urbana	372.6	100.0	96.2	8.16
★ Chicago	327.6	105.2	101.2	436.73
Danville	340.0	102.0	98.1	5.61
Decatur	325.5	103.0	99.0	9.18
East St. Louis	384.5	97.8	94.0	8.96
Moline				
Rock Island				
E. Moline	357.1	100.9	97.0	11.75
Peoria	303.5	99.5	95.7	16.33
★ Rockford	396.4	105.6	101.5	15.30
★ Springfield	337.1	104.3	100.3	12.17

ABC Says Paducah

City Zone 52,016!

The Audit Bureau of Circulations on Feb. 11 credited Paducah with a city zone population of 52,016, retroactive to Oct. 1, 1952.

Previous figure was 36,327.

Since a billion-dollar atomic energy plant was started in 1951, the Paducah market has grown in every way. Put it on your 50,000 'national' list.

The Paducah Sun-Democrat

29,513 Paducah, Ky. R.O.P.
ABC Color

Burke, Kuipers & Mahoney

RETAIL SALES (S.M. Forecast for May, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	May
1939	1952	1952	1953

Indiana

★ Evansville	396.7	109.9	105.7	15.79
★ Fort Wayne	366.7	110.0	105.8	18.15
★ Gary	414.2	105.6	101.5	15.78
★ Indianapolis	367.2	104.1	100.1	60.96
Muncie	329.5	103.9	99.9	6.82
South Bend	455.9	99.7	95.9	19.24
Terre Haute	292.9	97.1	93.4	8.70

Iowa

Cedar Rapids	318.2	102.6	98.7	9.26
★ Davenport	318.2	104.7	100.7	9.61
★ Des Moines	327.5	104.0	100.0	23.71
Sioux City	274.3	93.7	90.1	9.49
Waterloo	312.4	100.4	96.5	7.81

Kansas

Hutchinson	328.0	102.0	98.1	4.69
Kansas City	364.1	103.9	99.9	11.25
★ Topeka	325.5	104.7	100.7	9.05
★ Wichita	558.8	111.1	106.8	26.15

Sales Management Says So . . .

For 14 consecutive months beginning April, 1952, Pittsfield has been a preferred city in this High Spot Cities survey.

With General Electric payroll being \$1,000,000 a week and industrial workers averaging \$79.88—21% above the all-time high State average—plus scores of busy plants paying top wages to specialized workers, it's a natural thing that sales should be up.

It's another reason why the Pittsfield metropolitan market is family for family the most responsive mass market in the state—with more sales per family than any other metropolitan market.

The Berkshire Eagle, covering 100% of the city homes and 70% of the entire county, is your best bet to sell in this high-income market of 134,200 people.

**THE BERKSHIRE
EAGLE**
PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

MAY 1, 1953

RETAIL SALES (S.M. Forecast for May, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	May
1939	1952	1952	1953

Kentucky

Lexington	302.1	101.5	97.6	8.79
★ Louisville	383.6	104.0	100.0	44.23
★ Paducah	539.5	133.1	128.0	6.96

Louisiana

★ Baton Rouge	547.3	111.1	106.8	13.41
★ New Orleans	405.6	105.5	101.4	56.05
★ Shreveport	418.8	108.5	104.3	17.34

Maine

Bangor	273.2	101.9	98.0	4.89
★ Lewiston-Auburn	261.2	104.8	100.8	5.85
★ Portland	261.6	113.8	109.4	10.57

Maryland

★ Baltimore	334.2	107.7	103.6	111.80
Cumberland	268.6	102.8	98.8	5.05

Massachusetts

Boston	239.8	101.3	97.4	103.46
Fall River	261.0	103.7	99.7	9.29
Holyoke	291.2	101.4	97.5	5.62
Lawrence	259.7	103.3	99.3	8.18
Lowell	336.4	101.1	97.2	9.15
Lynn	264.7	101.4	97.5	9.66
New Bedford	268.2	103.5	99.5	9.63
★ Pittsfield	299.1	104.6	100.6	6.40
Salem	320.1	100.7	96.8	5.57
★ Springfield	272.5	107.3	103.2	20.08
★ Worcester	326.3	110.8	106.5	26.66

Michigan

★ Battle Creek	438.6	107.8	103.7	9.43
★ Bay City	413.1	105.4	101.3	7.89
★ Detroit	407.0	104.2	100.2	238.36
★ Flint	326.7	111.5	107.2	20.65
★ Grand Rapids	352.3	105.6	101.5	25.05
★ Jackson	398.4	116.4	111.9	9.80
★ Kalamazoo	372.2	104.3	100.3	11.80
★ Lansing	459.0	118.2	113.7	18.82
★ Muskegon	395.2	109.3	105.1	8.18
★ Pontiac	370.1	111.1	106.8	10.14
★ Royal Oak				
Ferndale	545.0	113.0	108.7	10.41
★ Saginaw	376.9	105.5	101.4	11.91

Minnesota

Duluth	256.0	98.5	94.7	10.83
Minneapolis	293.7	101.2	97.3	69.64
St. Paul	257.3	101.3	97.4	37.98

... for full
population, sales
and income data
on these cities
see the May 10
EAGLE
MANAGEMENT
Survey
Buying Power



How Do You Rate In PORTLAND, MAINE?



In this most important Northern New England market you can check the standing and acceptance of your products.

★ Our latest 1953 Consumer Analysis market survey gives you the answers quickly and accurately.

This extensive report lists consumer preferences and dealer distribution of hundreds of food products, drug products, home appliances, automotive and scores of other items.

It shows you what competitors are doing—how your distribution and sales compare and acts as a guide on what should be done to fully capitalize on the sales possibilities of this great market.

This sales-active market is thoroughly and only covered by its local newspapers.

PRESS HERALD EVENING EXPRESS SUNDAY TELEGRAM

★ Available direct or from
Julius Mathews Special
Agency

New York Boston Philadelphia
Pittsburgh Detroit Syracuse

Take A Good Look

Check the surveys, talk to other advertisers, or come up and take a good look for yourself.

No matter how or what you do, you'll come up with the same answer.

It pays to advertise in the Little Falls market because

Income is up.

Sales are up.

Circulation is up.

A schedule in the Times covering this market of 30,000 people offers low-cost sales and bigger profits.

Little Falls Times

Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

High Spot Cities

RETAIL SALES (S.M. Forecast for May, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	May
1939	1952	1952	1953

Mississippi

Jackson	461.7	103.0	99.0	10.62
---------	-------	-------	------	-------

RETAIL SALES (S.M. Forecast for May, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	May
1939	1952	1952	1953

Missouri

Kansas City	372.4	103.7	99.7	73.73
St. Joseph	265.9	94.1	90.5	6.78
★ St. Louis	320.3	104.6	100.6	99.73
Springfield	375.5	98.6	94.8	8.60

Montana

★ Billings	415.9	107.1	103.0	6.82
Butte	210.0	100.8	96.9	4.64
Great Falls	322.2	99.4	95.6	5.80

Nebraska

Lincoln	336.0	103.5	99.5	11.56
Omaha	335.2	97.4	93.7	31.11

Nevada

★ Reno	357.2	107.1	103.0	7.18
--------	-------	-------	-------	------

New Hampshire

Manchester	302.4	102.9	98.9	8.98
Nashua	267.7	98.9	95.1	3.40

New Jersey

Atlantic City	288.8	103.0	99.0	11.35
★ Camden	352.5	107.8	103.7	15.30
Elizabeth	313.4	102.0	98.1	12.41
★ Jersey City				
Hoboken	260.7	106.3	102.2	26.59
★ Newark	285.7	107.7	103.6	62.71
★ Passaic-Clifton	367.6	107.1	103.0	15.07
Paterson	287.0	101.9	98.0	17.39
Trenton	303.3	102.1	98.2	17.47

New Mexico

★ Albuquerque	815.6	116.3	111.8	16.72
---------------	-------	-------	-------	-------

New York

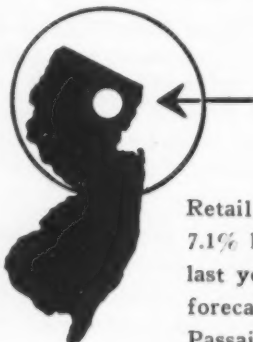
★ Albany	335.1	109.0	104.8	22.35
★ Binghamton	292.2	104.7	100.7	10.93
★ Buffalo	327.8	106.6	102.5	72.21
★ Elmira	351.1	107.8	103.7	8.32
★ Hempstead				
Township	724.1	113.5	109.1	75.38
Jamestown	317.3	99.6	95.8	5.87
★ New York	287.3	104.6	100.6	807.41
Niagara Falls	331.1	100.2	96.3	10.33
★ Rochester	281.8	105.1	101.1	42.16
Rome	367.6	101.2	97.3	3.86
Schenectady	314.0	100.7	96.8	12.37
Syracuse	291.5	103.0	99.0	27.17
Troy	299.3	101.0	97.1	8.98
Utica	319.1	103.0	99.0	12.70

North Carolina

Asheville	348.0	99.8	96.0	7.90
Charlotte	461.3	102.1	98.2	19.33
★ Durham	363.5	109.8	105.6	7.96
★ Greensboro	598.4	106.7	102.6	14.72
★ Raleigh	479.0	111.1	106.8	10.73
Salisbury	307.1	101.4	97.5	3.01
Wilmington	357.4	101.7	97.8	4.61
★ Winston-Salem	372.8	107.8	103.7	9.58

North Dakota

Fargo	315.0	95.5	91.8	5.67
-------	-------	------	------	------



FOR HIGHER SALES IN MAY

Retail volume in Passaic-Clifton will be 7.1% higher in May than the same month last year, according to Sales Management forecasts. For the sixth consecutive month Passaic-Clifton is ranked as a "preferred" High Spot City...sales will total better than \$15,000,000.

Passaic-Clifton, consistently better than its neighboring markets, and The Herald-News, with the largest circulation of Bergen and Passaic County newspapers, offer national advertisers May's best opportunity for increased sales in North Jersey.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
45 West 45 Street, New York 36, N. Y.—Columbus 5-5528

Altoona, Pa. is a good TEST MARKET

...as many important
factors PROVE!

- ▶ It's well isolated from other cities.
- ▶ It has typical distributive outlets.
- ▶ Its citizens have average incomes.
- ▶ It has a splendid mixture of industry and farming.
- ▶ It has excellent year-round stability and a good record as a test city.
- ▶ Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

**ALTOONA'S ONLY
EVENING NEWSPAPER**
RICHARD E. BEELER
Advertising Manager

Altoona Mirror.

"To Market, To Market—"

—Go throngs of Woonsocket shoppers to buy and buy what's advertised in the Call. Put your product on these long shopping lists—fit it into the big-buying habits of more than 100,000 people in this rich trading area. Do it through Woonsocket's one - and - only local daily that commands readership — creates action, the —

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
COVERS RHODE ISLAND'S
PLUS MARKET

RETAIL SALES (S. M. Forecast for May, 1953)				
	City Index 1953	City Index 1952	Nat'l. Index 1953	\$ (Million) May 1953
	vs. 1939	vs. 1952	vs. 1952	

Ohio

★ Akron	416.8	104.5	100.5	39.80
Canton	342.1	102.8	98.8	15.77
★ Cincinnati	335.5	106.6	102.5	68.03
Cleveland	351.9	103.7	99.7	130.15
★ Columbus	321.8	107.7	103.6	45.08
Dayton	364.9	102.5	98.6	34.19
★ Mansfield	367.2	109.1	104.9	6.94
Springfield	340.7	100.9	97.0	9.20
★ Toledo	378.5	107.7	103.6	43.83
Warren	419.4	103.2	99.2	8.01
Youngstown	319.7	100.5	96.6	22.44

Oklahoma

★ Bartlesville	377.8	105.7	101.5	2.72
Muskogee	298.2	97.8	94.0	3.40
Oklahoma City	350.0	100.9	97.0	28.28
★ Tulsa	428.5	105.1	101.1	25.58

Oregon

★ Eugene	506.3	104.1	100.1	8.05
Portland	362.8	101.6	97.7	58.63
★ Salem	410.6	112.8	108.5	7.35

Pennsylvania

Allentown	318.0	103.1	99.1	13.61
★ Altoona	240.8	104.0	100.0	6.79
Bethlehem	435.1	99.2	95.4	8.31
★ Chester	361.0	106.5	102.4	8.34
★ Erie	405.4	104.8	100.8	17.23
★ Harrisburg	369.8	104.8	102.8	16.38
Johnstown	263.6	97.1	93.4	8.33
Lancaster	261.1	100.9	97.0	8.20
★ Norristown	318.8	109.2	105.0	4.75
Oil City	196.5	102.4	98.5	1.69
★ Philadelphia	319.3	104.4	100.4	215.38
Pittsburgh	358.3	99.0	95.2	106.34
Reading	288.0	101.9	96.0	13.88
Scranton	268.7	102.3	98.4	13.30
Wilkes-Barre	258.9	98.4	94.6	9.45
★ York	287.1	113.6	109.2	7.55

Rhode Island

Providence	277.8	102.4	98.5	32.22
Woonsocket	279.4	95.0	92.3	4.75

South Carolina

★ Charleston	390.6	108.0	103.8	10.00
★ Columbia	466.4	109.6	105.4	13.62
Greenville	379.1	101.4	97.5	8.72
Spartanburg	501.8	98.3	94.5	8.23

South Dakota

Aberdeen	448.2	100.6	96.7	3.72
Sioux Falls	320.0	95.9	92.2	6.56

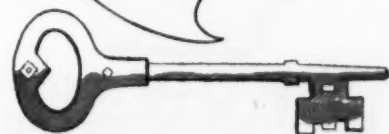
Tennessee

★ Chattanooga	361.2	106.3	102.2	17.77
Knoxville	356.3	103.3	99.3	16.53
Memphis	374.1	101.3	97.4	44.59
Nashville	372.5	101.9	98.0	26.37



Only the
Globe-Times
covers
Bethlehem...

... key city of
Pennsylvania's
3rd largest
market!



The Bethlehem Globe-Times

Rolland L. Adams, President
De Lissar, Inc., national representatives

NORRISTOWN
Pa

● MOST IMPORTANT
SEGMENT OF THE
GREATER PHILADEL-
PHIA AREA!

● NEW HOMES—NEW IN-
DUSTRIES — SCHOOLS
AND STORES SCHED-
ULED FOR 1953!

● \$81,817,000 SPEND-
ABLE INCOME* IN THE
TRI-BORO NORRIS-
TOWN AREA!

● BETTER THAN 100%
HOME COVERAGE CAN
BE YOURS IN THIS
RICH AREA!

The Newspaper on the
INSIDE Is the Only One
That Will Really SELL
for You!

Times Herald
NORRISTOWN, Pa.

*SRDS Consumer
Income Data

Represented Nationally By
The Julius Mathews Special Agency

WKOW
FIRST in RADIO

WKOW-TV
FIRST with TELEVISION

In
Southern
Wisconsin's
fabulous
farm
market



WKOW-CBS
MADISON, WIS.
Wisconsin's
most powerful radio station.
Represented nationally by
HEADLEY-REED CO.

Say It Again And Again

- Newport County and Newport City are the richest in the State.
- Newport County and Newport City are the richest in the State.

You can sell this top income market through Newport County's only daily.

The Newport Daily News

Newport, R.I.

Represented by
The Julius Mathews Special Agency

... for full
population, sales
and income data
on these cities
see the May 10
SALES

MANAGEMENT
Survey
Buying Power



High Spot Cities

RETAIL SALES (S.M. Forecast for May, 1953)

City Index 1953	City Index 1952	City Nat'l. Index 1953	\$ (Million) May 1953
vs. 1939	vs. 1952	vs. 1952	

Texas

Amarillo	569.0	100.2	96.3	13.20
Austin	423.6	103.8	99.8	14.91
Beaumont	482.0	102.9	98.9	12.82
★ Corpus Christi	608.5	112.0	107.7	17.10
★ Dallas	487.5	109.8	105.6	74.15
★ El Paso	530.5	113.5	109.1	18.25
★ Fort Worth	536.3	105.0	101.0	43.87
Galveston	341.3	99.6	95.8	7.44
★ Houston	506.5	107.5	103.4	86.46
★ Lubbock	686.6	109.0	104.8	12.77
San Antonio	474.6	102.9	98.9	43.00
★ Waco	492.6	107.0	102.9	10.69
★ Wichita Falls	436.7	104.3	100.3	9.04

Utah

Ogden	376.7	101.3	97.4	6.48
★ Salt Lake City	336.1	105.9	101.8	22.42

Vermont

★ Burlington	291.3	104.0	100.0	4.34
Rutland	246.5	101.5	97.6	2.49

Virginia

★ Lynchburg	309.1	105.7	101.6	5.78
★ Newport News	487.3	106.6	102.5	8.09
★ Norfolk	439.1	106.5	102.4	24.59
★ Portsmouth	522.8	110.7	106.4	7.58
★ Richmond	315.8	105.7	101.6	30.10
Roanoke	405.3	102.4	98.5	12.93

Washington

★ Seattle	349.0	105.7	101.6	64.05
Spokane	331.0	102.0	98.1	19.10
★ Tacoma	337.1	104.2	100.2	16.35
Yakima	319.9	99.3	95.5	6.43

RETAIL SALES (S.M. Forecast for May, 1953)

City Index 1953	City Index 1952	City Nat'l. Index 1953	\$ (Million) May 1953
vs. 1939	vs. 1952	vs. 1952	

West Virginia

Charleston	352.2	103.8	99.8	13.56
Huntington	346.2	103.2	99.2	9.52
Wheeling	300.4	97.2	93.5	8.44

Wisconsin

Appleton	353.9	101.7	97.8	4.99
Green Bay	305.6	101.4	97.5	7.09
★ Madison	296.2	105.4	101.3	11.55
★ Milwaukee	336.2	106.3	102.3	85.25
Racine	379.3	103.3	99.3	8.99
Sheboygan	284.4	101.1	97.2	4.55
Superior	273.6	100.9	97.0	3.53

Wyoming

★ Casper	573.5	111.8	107.5	5.85
Cheyenne	398.3	101.8	97.9	4.82

RETAIL SALES (S.M. Forecast for May, 1953)

City Index 1953	City Index 1952	City Nat'l. Index 1953	\$ (Million) May 1953
vs. 1941	vs. 1952	vs. 1952	

CANADA

362.9	105.0	100.0	1110.20
-------	-------	-------	---------

Alberta

★ Calgary	559.4	119.4	113.7	25.79
★ Edmonton	558.7	114.8	109.3	23.80

British Columbia

Vancouver	450.0	102.4	97.5	58.09
Victoria	422.0	101.7	96.9	13.80

Manitoba

Winnipeg	387.6	102.9	98.0	47.06
----------------	-------	-------	------	-------

New Brunswick

Saint John	247.7	104.6	99.6	5.45
------------------	-------	-------	------	------

Nova Scotia

Halifax	329.2	97.9	93.2	14.98
---------------	-------	------	------	-------

Ontario

Hamilton	334.1	98.3	93.6	25.86
London	310.7	98.4	93.7	11.03
★ Ottawa	304.8	114.2	108.8	22.07
★ Toronto	337.5	107.7	102.6	119.99
★ Windsor	294.1	105.3	100.3	14.03

Quebec

Montreal	325.0	103.0	98.1	113.97
Quebec	359.4	99.9	95.1	20.20

Saskatchewan

★ Regina	430.6	114.1	108.7	14.51
----------------	-------	-------	-------	-------

SALES MANAGEMENT



● Lumbering is British Columbia's second largest industry — production exceeding \$525,000,000 annually.

VANCOUVER

THE HUB OF THE WEST COAST

Vancouver, Canada's third city, is the heart of one of Canada's most concentrated trading areas which contains 56% of British Columbia's entire population and has 60% of the entire retail sales of this rich, fast-growing Province.

The population of Vancouver and its environs is now 650,000 and retail sales run over \$700,000,000 annually. In the past ten years both Vancouver and British Columbia have experienced phenomenal growth in population and industrial expansion. From 1941 to 1951, population increased over 40%.

As the heart of B.C., Vancouver is the main distributing point, purchasing centre and spending area for the unprecedented industrial boom founded on the development and fabrication of the enormous natural resources of the Province. With the coming of new hydro electric power, oil and natural gas pipe lines from Alberta, it is expected that industrial development will show increasingly rapid growth.

In this lively and growing market The Vancouver Province is an essential sales medium. It has grown with the market, to its present circulation of 120,000 adding 20% in the past year. It is read by the more substantial families and is influential throughout the whole of British Columbia. Seventy-five percent of its readers own their own homes; 36% are executives in various industries. It has built a reputation for complete and trustworthy news coverage and has a keen realization of the part a newspaper must assume in its responsibilities to the community. The respect and loyalties of its readers mean positive results for advertisers.



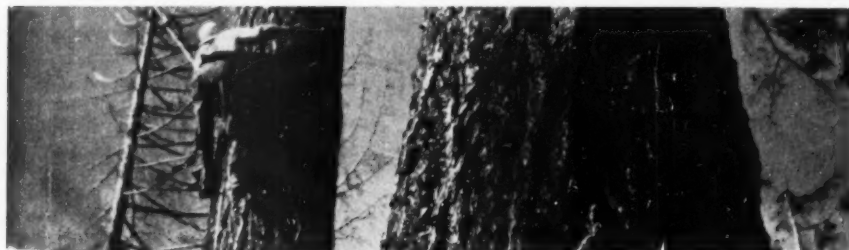
THE SOUTHAM NEWSPAPERS

The Ottawa Citizen
The Hamilton Spectator
The Winnipeg Tribune
The Medicine Hat News
The Calgary Herald
The Edmonton Journal
The Vancouver Province

THE VANCOUVER PROVINCE

One of the seven Southam Newspapers of Canada

For a copy of the folder entitled "The Vancouver Province Market" write to Conklin and Woodward, 22 East 40th Street, New York 16, N. Y., or any of their branches at Detroit, Chicago, Atlanta, Los Angeles and San Francisco.



1953 SELLING WILL BE SERIOUS BUSINESS

Nibbling at important markets from distant points won't pay off, especially in Salisbury-Rowan. Ask any sales manager who has tried it. Only the POST has the circulation and the selling power to produce sales at a profit in this wonder market.



WARD-GRIFFITH COMPANY
Representatives

National Sales Manager Needed For Newly Created Position

We sell fans, air conditioners, and dehumidifiers nationally through electrical distributors.

If you are qualified to head a 25 man operation and know the trade write in confidence to R. F. Gang, Viking Air Conditioning Corporation, 5601 Walworth Ave., Cleveland 2, Ohio.

Have You Seen . . .

... Sales Manager's

Bird Cage?

Turn to page 64

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces
and Other Literature Useful to Sales Executives

Sportsmen's Food Buying Habits:

Survey conducted among the readers of *Outdoor Life*, covering the number, duration and season of their fishing, hunting and camping trips, their purchases in types of foods taken on trips and where purchased. Some of the findings: The average number of trips last year per respondent was 15.2. Of the trips taken, 7.3% averaged single days, 2.2% several days, 3.6% weekends, 2.1% a week or more; 65.7% took foods with them and cooked their own meals; 85.2% purchased foods at their regular grocery stores, 13.3% en route, 19.3% campsite; 80.7% personally did the buying. Included is a geographical breakdown of returns on the questionnaire sent out. Write to Stuart Bernard, Assistant Advertising Manager, *Outdoor Life*, 353 Fourth Ave., New York 10, N.Y.

A total of 48 cities located in 22 states were covered by the survey—the population of these cities ranging from 10,047 to 7,891,957. A total of 1,135 automobile mechanics were personally interviewed. Of these, 168 were service managers, 76 assistant service managers, 74 foremen, 743 mechanics and 74 mechanic's helpers. Among them the top five magazines in popularity are: *Life*, 37.4%; *Popular Mechanics* 27.8%; *The Saturday Evening Post*, 22.0%; *Reader's Digest*, 21.5%; *Look*, 17.8%. A total of 82.9% of all mechanics read general magazines, and a total of 171 general magazines were mentioned. Write to Clover L. Perkins, Advertising Sales Manager, *Popular Mechanics*, 200 E. Ontario St., Chicago 11, Ill.

Typically American — Everything Needed for Sales Tests:

Data book of the South Bend, Ind., market published by *The South Bend Tribune*, which is truly a test city: The U.S. Government chose it as a typical city to show visitors from a foreign country how America lives. . . . The U.S. Bureau of the Census used St. Joseph County (South Bend's metropolitan area) and Marshall County (which adjoins it on the south) to test and refine questions used in the Census of Population. . . . Associated Press chose a family living in Plymouth, Marshall County, as America's typical family. . . . It's the test city of the Burgoyne Grocery & Drug Index. . . . It's used by Gallup, National Opinion Research Center, A. C. Nielsen and other research organizations. Data include: market facts, with a map of the South Bend market; population; buying power and income; retail sales; newspaper and magazine circulation; industrial employment; distribution; advertising lineage and general information about *The Tribune*. Write to Clarence W. Harding, Public Relations Director, *The South Bend Tribune*, South Bend, Ind.

Home Service Bulletin: Issued by *McCall's* magazine, it features the new 1953 models of all the magazine's appliance advertisers, and pictures 108 different products including refrigerators, garbage disposers, air conditioners and kitchen cabinets. It lists the new and unique features of each product and gives dimension, capacity, wattage and other qualifications. Reported to be the first catalog of its kind published by a women's service magazine, it is distributed among 11,000 home economics teachers and students, home service and public utility women and appliance manufacturers and distributors. A forthcoming issue will contain a similar catalog of smaller kitchen appliances such as toasters and hand irons. Write to George H. Allen, Vice-President and Production Director, *McCall's*, 230 Park Ave., New York 17, N.Y.

What Do Automobile Mechanics Read? A report of the findings of a survey conducted for *Popular Mechanics* by Daniel Starch and Staff.

INDEX TO ADVERTISERS

Advertising Checking Bureau	81	Middletown Press	96
Agency: Harris & Bond, Inc.		Miniature Forests	90
Aero Mayflower Transit Company	91	Agency: A. V. Grindle Advertising Agency	
Agency: Sidener & Van Riper Inc.		Minneapolis Star & Tribune	16
Air Express	12	Agency: Batten, Barton, Durstine & Osborn	
Agency: Robert W. Orr & Associates		Modern Machine Shop	43
Air Force Times	15	Agency: S. C. Baer Company	
Agency: Clinton D. Carr & Co.		Navy Times	15
Akron Beacon Journal	15, 60, 73	Agency: Clinton D. Carr & Company	
Agency: Phil DiNuoscio Advertising		Newark News	8
Altoona Mirror	99	Newport (R.I.) News	100
American Weekly	47	New York News	18-19
Agency: Cecil & Presbrey Inc.		Agency: L. E. McGivena & Company	
Army Times	15	New York Times	10
Agency: Clinton D. Carr & Co.		Agency: Royal & DeGuzman	
Artkraft Sign Company	83	Norristown Times Herald	99
Agency: Wendt Advertising Agency		Omaha World Herald	93
Aviation Age	23	Agency: Allen & Reynolds Advertising	
Agency: Hazard Advertising Company		Packaging Parade	93
Batten, Barton, Durstine & Osborn	5	Agency: The Vanden Company, Inc.	
Bayonne Times	103	Paducah Sun-Democrat	96
Agency: Harvey B. Nelson Advertising Company		Passaic Herald	98
Bethlehem Globe Times	99	Peoria Newspapers	73
Agency: Harvey B. Nelson Advertising Company		Agency: Arbingast Becht & Associates	
Bliddeford Journal	96	Philadelphia Evening Bulletin	20
Booth Michigan Newspapers	61	Agency: N. W. Ayer & Son Inc.	
Agency: Fred M. Randall Company		Pillsbury Publishing Company	89
Buffalo Evening News	38	Pittsburgh Press	69
Agency: The Moss-Chase Company		Agency: Ketchum, MacLeod & Grove, Inc.	
Business Week	64-64A	Pittsfield Berkshire Evening Eagle	97
Agency: Ellington & Company, Inc.		Agency: MacWilkins, Cole & Weber Inc.	
Canton Repository	17	Portland Oregonian	3rd Cover
Agency: Richard L. Grossman Advertising		Portland Press Herald-Evening Express	97
Capital Airlines	11	Practical Builder	59
Agency: Lewis Edwin Ryan		Agency: Hal Stebbins Inc.	
Capper Harman Slocum Inc.	6-7	Puck	9
Agency: The Buchen Company		Agency: Robert W. Orr & Associates	
Chicago Daily News	66-67	Reeves Soundcraft	75
Agency: Patton, Hagerly & Sullivan		Agency: Dowd, Redfield & Johnstone	
Chicago Show Printing	72	St. Louis Post-Dispatch	13
Agency: George H. Hartman Company		Agency: Gardner Advertising Co.	
Chicago Thrift-Etching Corporation	92	St. Paul Dispatch-Pioneer Press	40
Agency: Lamport, Fox, Prell & Dolk, Inc.		Agency: Ephraim Holmgren Advertising	
Chicago Tribune	4th Cover	Sales Management	88
Agency: N. W. Ayer & Son, Inc.		Agency: George F. Koehnke, Inc.	
Cincinnati Times-Star	49	Salisbury Post	102
Agency: The Chester C. Moreland Company		Agency: The J. Carson Brantley Advertising	
Cook's, Inc.	76	Agency	
Agency: The Harry P. Bridge Company		San Diego Union & Evening Tribune	80
Delta Airlines	53	Agency: Barnes Chase Company	
Agency: Burke Dowling Adams Inc.		Sioux City Journal & Journal Tribune	86
Detroit News	60	The Southam Company, Ltd.	85, 101
Agency: W. B. Doner & Company		Speed Address	103
Ebony Magazine	52	State Teachers Magazine	52
Agency: Allan Marin & Associates		Agency: M. Glen Miller Advertising	
First Three Markets Group, Inc.	326	Steel Magazine	32A
Agency: Anderson & Cairns Inc.		Agency: Beaumont Heller & Sparling, Inc.	
Fort Worth Star Telegram	82	Successful Farming	51
Agency: Rowland Broiles Adv.		Agency: L. E. McGivena & Co., Inc.	
Flying Tiger Lines Inc.	37	Sweet's Catalog Service	54-55
Agency: Hixon & Jorgensen Inc.		Agency: The Schuyler Hopper Co.	
James Gray, Inc.	2	Tacoma News Tribune	71
Agency: Hickey, Murphy, St. George		Agency: The Condon Company	
Greensboro News Record	39	Technical Service Inc.	46
Agency: Henry J. Kaufman & Associates		Agency: Charles M. Gray & Associates	
Gulf Publishing Company	44	Toledo Blade	41
Agency: Brennan Advertising Agency		Town Auto Rental	103
R. O. H. Hill Inc.	90	Agency: W. S. Roberts, Inc.	
Agency: The Weber Company		US News & World Report	62-63
The Schuyler Hopper Company	35	Agency: The Caples Company	
House Beautiful	2nd Cover	W H O (Des Moines)	14
Agency: Anderson & Cairns Inc.		Agency: Doe-Anderson Advertising Agency	
Houston Chronicle	84	WKOW (Madison)	100
Agency: Ritchie Advertising Agency		Agency: Madison Advertising Service	
Imperial Knife Associated Companies, Inc.	74	WOAI-TV (San Antonio)	87
Agency: Wilson, Haight & Welch, Inc.		Agency: Wyatt Advertising Agency	
Industrial Equipment News	3	Wall St. Journal	4
Agency: Laughlin, Wilson, Baxter & Persons		Agency: Bozell & Jacobs, Inc.	
Industrial Maintenance	80	Western Wilcox Sales Agency	70
Agency: Walter S. Chittick Company		Westinghouse Radio Stations, Inc.	36
Klein Institute for Aptitude Testing	45	Agency: Gray & Rogers, Advertising	
Agency: Philip J. Ross Company, Advertising		David White Company	77
Life Magazine	648	Agency: Klau-Van Pietersom-Dunlap, Inc.	
Agency: Young & Rubicam Inc.		Wilson Jones	33
Little Falls Times	98	Agency: Charles O. Puffer, Advertising	
Louisville Courier-Journal and Times	92	Woonsocket Call	99
Agency: Zimmer-McClaskey Advertising		Agency: Gordon Schonfarber & Associates	
Julius Mathews Special Agency Inc.	95		
McCall's Magazine	1		
Agency: Cunningham & Walsh Inc.			

'YONNE SAYS:—

**Guess whose CAKE MIX
SELLS BEST in Bayonne**



"Bayonne cannot be sold from the outside"

THE BAYONNE TIMES

BAYONNE, NEW JERSEY

Nationally Represented By **BOGNER & MARTIN**

**transportation costs
adding up to headaches?**

2 3 4 7 9 9

Free yourself of the expense and trouble of maintenance, bookkeeping, capital investment. ■ **FLEET RENTAL** is the modern business way of enjoying uniform new car fleets at lowest cost.

Town Auto Rentals design special plans for individual fleet needs. All costs **TAX DEDUCTIBLE**. ■ Immediate delivery of new 1953 autos.

Write for TOWN folder.

TOWN AUTO RENTALS, INC.

401 North Broad Street, Philadelphia 8, Pa.

Market 7-7936

Backed by 32 years of auto service

FREE

**CONSTANTLY CORRECTED
MAILING LISTS**

Manufacturers, Wholesalers, Retailers.
Hotels, Colleges and many others.

ALL LISTS ON PLATES

WE CHARGE ONLY
FOR ADDRESSING

100% Accuracy Guaranteed

Catalog on Request

SPEED-ADDRESS

48-01 42nd St., Long Island City 4, N. Y.
Stillwell 4-5922

The Scratch Pad

BY T. HARRY THOMPSON

BEER COLLARS: Lager heads.

They say Burma, the elephant mascot that was in the inaugural parade, gets a quart of whiskey every day with a bucket of water. The item doesn't say whether plain or carbonated.

When you pay 25 cents for four fluid ounces of lighter-fuel, 28 cents for a whole gallon of motor-fuel sounds like a bargain.

An old-timer is one who can remember when no butcher-shop was complete without the mounted head of a Texas longhorn.

Speaking of Texas, in "Giant," Edna Ferber has a new, no-comma affection. Witness: "Beaux haunted the verandas the parlors the stables." And again: "The brand JR was stamped etched embroidered embossed woven painted inlaid."

Nautical but nice headline by The Riverside Metal Company: "At Riverside, it's Ship Alloy!"

One of the brand-flakes advertisers might get a new, improved product off to a head-start with the theme, "It's bran-new!"

E. M. Hart has it all doped out how women affect men: A good woman inspires a man; a brilliant woman interests him; a beautiful woman fascinates him; a sympathetic woman gets him.

Instead of relying on Government storing of excess butter, the dairy industry might try a consumer-contest based on "I think butter is better because . . ." in 25 words or less, fol-

lowing the accepted pattern of such contests.

Come to think of it, the opposition might invent a Swedish-Irish character to be named: "Olie O'Margarine."

When the television people come up with a 27-inch screen in Technicolor and not the pastel greens and reds of a wishy-washy color-system, that will be the day!

Maybe we worry too much about our unemployed ex-Presidents. HST ought to be able to scrape along on the reputed \$600,000 offered by *Life* for his memoirs as Senator and President. A sort of *Life*-insurance policy.

A page ad in *Time* tells "How to get more out of meetings." The average executive would rather know how to get out of more meetings.

St. Stephen's Church, "Philadelphia's Westminster Abbey," says in an ad: "A hearse is a poor thing to come to Church in. Why wait?"

Phil Sheridan says a man will go to bat for a girl who will throw him a couple of curves.

With a spate of Fridays-the-13th this Spring, at least one news-announcer (WCAU's Allan Scott) had the temerity to use that multi-cylindered Greek word that means "fear of the number 13": "Triskaidekaphobia."

Kling Studios talks about "art a la Kling." Cute!

Why do we write it "Denmark" when the Danes (who ought to know) write it "Danmark"?

If my own experience is any guide, the New York Herald-Tribune Syndicate may expect to catch it from the baking industry for a Cryptogram which came out: "If you wish to be thinner, diminish your dinner, and never touch bread till it's toasted or stale."

Capsule Editorial: A conscience, like a wheel of cheese, can get hard around the edges. Only constant re-examination can keep it free of rind.

HIGHBOY: A fellow who has had one too many.

The column's vote for the most sophisticated panel-show on TV: "Down You Go," originating in Chicago.

With Summer coming up, this aphorism by Olmsted & Foley seems timely: "Applying the brakes to your advertising can throw your sales into a skid."

BEAUTY PAGEANT: March of Dames.

EUSTACHIAN TUBE: Tympanum Alley.

"Lily Pons Better After Pneumonia."—Headline. There's nothing like pneumonia to improve a person.

"Times Talk" heads a story about a *Times* staffer who started as a printer and is going to make it a hobby in retirement: "Laube, Retired, Reverts to Type."

NIT—"How would you caption a picture of a young goat sleeping?"
WIT—"Kid Napping."

Rhythm Section: "What is so rare as a day in June, or the steak that you ordered well done?"—*Standard Envelope*.

"What does it take to sell American women through advertising?" asks a contemporary. Might it not take a repeal of the laws governing slavery?

I sometimes wonder why King Features, with its big-name syndicated columnists, panelists, and strip-cartoonists, doesn't talk to newspaper prospects about its King-Size features.

The Oregonian reaches

MORE WOMEN...



than any
other
medium in
the Oregon
Market!

FIRST

Retail Advertising
General Advertising
Classified Advertising

FIRST

Portland City Zone
City & Retail
Trading Zones
Total Oregon Market

225,421 Daily 283,744 Sunday

**BOTH DAILY
AND SUNDAY**

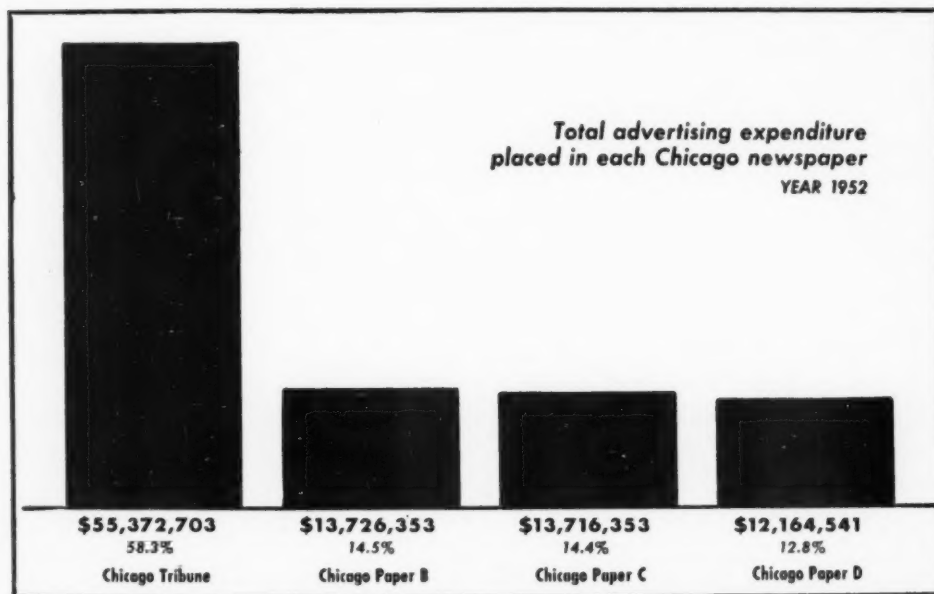
the Oregonian

PORTLAND, OREGON

Largest Circulation in the Pacific Northwest

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

The greatest testimonial ever given to any newspaper!



***Advertisers last year invested over \$55,000,000.00 in the Tribune—
over \$41,000,000.00 more than they placed in any other Chicago newspaper!***

WHEN you plan your advertising to increase your sales in Chicago, you will want to keep handy the above chart. It represents the greatest testimonial ever given by advertisers to the selling power of a newspaper.

As shown, advertisers last year placed more than \$55,000,000.00 in advertising in the Chicago Tribune. This was more money than was ever spent for advertising in one year in any newspaper in the world!

It was over \$41,000,000.00 more than advertisers placed in the second Chicago newspaper and over \$15,000,000.00 more than they placed in all other Chicago papers combined!

When thousands of advertisers, large and small, give such an overwhelming vote of

confidence to the Chicago Tribune, there can be only one conclusion. Advertising in the Tribune produces greater sales.

The people whose buying attracted over \$55,000,000.00 worth of advertising to the Tribune last year are the people you want to sell. They are the people who buy the bulk of the merchandise sold here by retailers.

You can get more business out of Chicago by making use of the greater selling power of the Tribune. Ask a Tribune representative to help you lay out a program of advertising that will increase sales and build a strong consumer franchise for your brand. Why not get in touch with him now while the subject is fresh in your mind?

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER